



IDEA

Action Plan

Executive Summary

Introduction

The Inclusion, Diversity, Equity, and Accessibility (IDEA) Action Plan marks a meaningful step forward in the Town of Truckee's ongoing effort to create a community where everyone feels welcome, is valued, and is able to thrive. Rooted in the belief that equity and inclusion strengthen our collective well-being, this plan offers a shared framework to guide thoughtful action and effective community engagement across departments and services.

Methodology

The IDEA Action Plan was developed through a thoughtful, two-year process that combined internal evaluation with extensive, bilingual community engagement. The Town began this work in late 2023 with support from the Equity and Wellness Institute (EqWI), which conducted a deep review of internal policies, staff culture, and demographic data. This included interviews with over 20 staff members and community partners, a comprehensive employee survey, and an environmental justice analysis. Several communities of focus were identified through these efforts, which helped shape the next steps in the process.

Building on this foundation, the Town led a robust public engagement effort from fall 2024 through spring 2025. More than 30 interviews were conducted with community leaders, educators, and service providers representing or belonging to communities of focus. A bilingual IDEA Community Workshop allowed participants to offer direct feedback and vote on priority actions. To broaden outreach, the Town partnered with True North Research to conduct a community-wide survey in English and Spanish, confirming strong support for the proposed direction. One of the final efforts in this phase included an internal staff survey that helped to shape priorities for implementation of internal actions.

Throughout, a cross-departmental IDEA Steering Committee played a central role in interpreting findings, shaping engagement strategies, and translating insights into actions that the Steering Committee recommended as meaningful and achievable for the Town. The resulting five-year plan outlines **six focus areas** with targeted actions, as summarized below.

1. Community Engagement

The Town is committed to encouraging deeper trust and strengthened civic participation across the community. This focus area embeds inclusive, culturally responsive outreach practices into everyday operations to foster meaningful and sustained engagement.

Actions:

- Develop a Community Engagement Framework
- Adopt a Housing Equity Framework
- Create a Youth Commission
- Establish an Outreach Partnership Grant Program
- Expand outreach about transportation services
- Create a series of Veteran Spotlight videos
- Conduct targeted engagement with individuals with disabilities

2. Tribal Recognition and Engagement

The Town honors the sovereignty and heritage of the waší·šiw (Washoe people) and seeks to build stronger, more collaborative relationships with the Washoe Tribe. This focus area promotes cultural recognition, mutual respect, and shared stewardship.

Action:

- Work with the Washoe Tribe of Nevada and California to strengthen and expand the Town and Tribe's working relationship

3. External Communications

Equitable communication helps ensure that all community members can access, understand, and engage with Town information. This focus area enhances language access, accessibility, and digital inclusion to better serve a multilingual and diverse population.

Actions:

- Create a Language Access Plan
- Offer staff training on Language Access and individuals with Limited English Proficiency
- Explore the use of relevant social media platforms for outreach
- Expand access to environmental and emergency resources
- Ensure ADA Title II compliance across digital platforms

- Offer staff training on best practices for engaging with individuals with disabilities

4. Organizational Culture and Structure

The Town is committed to fostering an internal culture where IDEA values are understood, embraced, and reflected in daily work. This focus area promotes cross-departmental collaboration and clear structures for long-term progress.

Action:

- Establish a standing IDEA Committee

5. Staff Education around IDEA

Staff at all levels play a key role in advancing IDEA. This focus area supports training and learning opportunities to equip staff with the tools and knowledge to lead with empathy, equity, and effectiveness.

Actions:

- Provide role-specific training on topics such as language and ADA access, HR policy refreshers, harassment and discrimination, cultural competency and unconscious bias, inclusive engagement strategies, IDEA relevance to individual roles.

6. Equitable Town Processes

Inclusive internal practices help ensure that all Town staff feel respected, supported, and empowered. This focus area strengthens HR systems and recruitment strategies to reflect the values and diversity of the broader community.

Actions:

- Develop inclusive recruitment strategies in collaboration with local partners
- Provide specialized HR training on skills to promote respect, empathy, and safety

Conclusion

The IDEA Action Plan is not the end of a process but the beginning of a shared journey toward a more inclusive, connected, and thriving Truckee. Grounded in community input and aligned with the Truckee 2040 General Plan's Vision for the Future, the plan outlines clear priorities and actions that reflect a commitment to inclusion, diversity, equity and accessibility. Continued progress depends on collaboration, reflection, and sustained effort.

The Town looks forward to ongoing engagement and encourages community members to participate in ways that feel meaningful to them. Together, we can support a community where everyone feels seen, heard, and valued, and where each person has the opportunity to thrive.

Town of Truckee: IDEA Action Plan

Contents

Executive Summary.....	2
Letter from the Town Manager.....	7
Land Acknowledgment of the Wašičiw Homelands	8
Acknowledgements.....	9
IDEA Statement.....	11
Introduction and Current Efforts	13
Communities of Focus and Evolving Language.....	16
Methodology	17
Rationale behind the recommended actions	24
Focus Areas.....	25
1. Community Engagement	26
2. Tribal Recognition and Engagement	31
3. External Communications.....	33
4. Organizational Structure and Culture	38
5. Staff Education around Inclusion, Diversity, Equity, and Accessibility (IDEA).....	40
6. Equitable Town Processes.....	42
Appendices	46
Appendix A – IDEA Program Analyst II Outreach efforts	46
Appendix B – True North Survey Results – IDEA Section	48
Appendix C – IDEA Workshop Feedback.....	62
Appendix D – Summary of Town Staff Survey Results and Recommendations for Prioritization	70

Letter from the Town Manager

Dear Truckee Community,

Truckee is more than just a place, it's a community built on connection, care, and a deep sense of belonging. Whether you call Truckee home, are visiting our mountain town, or serve alongside us as part of our dedicated Town team, you are part of the fabric that makes this place so special.

It's in that spirit that I'm proud to introduce the Town of Truckee's first Inclusion, Diversity, Equity, and Accessibility (IDEA) Action Plan. This plan is rooted in the belief that everyone, residents, business owners, visitors, and staff alike, deserves to feel welcomed, respected, and empowered to participate fully in the life of our town.

This work is not new to Truckee. Over the past few years, we've expanded bilingual resources, built meaningful partnerships, improved access to programs and services, and created new opportunities for connection and collaboration. We've also taken time to listen, to understand where gaps remain and where we can grow as an organization and as a community.

The IDEA Action Plan is a reflection of what we've heard and what we envision: a Truckee where inclusion, diversity, equity and accessibility is woven into the way we communicate, design programs, make decisions, and show up for one another. It is a living plan, built to evolve with the changing needs of our community and to hold us accountable as we move forward.

This moment represents more than a new initiative, it reflects our shared commitment to ensuring that Truckee remains a place where all people are welcome and all people can thrive. Thank you for being part of this journey and for continuing to shape our community with kindness, intention, and care.

Warmly,

A handwritten signature in blue ink that reads "Jen Callaway". The signature is written in a cursive, flowing style.

Jen Callaway
Town Manager
Town of Truckee

Land Acknowledgment of the Waší·šiw Homelands

The Town of Truckee acknowledges that we live and work upon the homelands of the Waší·šiw (“the people from here”), who have resided in, stewarded, and shaped these lands for at least 15,000 years. Truckee lies within Waší·šiw ʔitdédé, where generations of Waší·šiw cultivated, studied, and cared for the lands and waters—not only as hunters and gatherers, but as biologists, botanists, astronomers, hydrologists, and knowledge keepers whose practices sustained balance and abundance.

The Waší·šiw today are represented by the Washoe Tribe of Nevada and California, a sovereign nation that continues to protect and advocate for their homelands. Despite centuries of colonization, forced removal, mining, logging, and extractive practices that altered these places, the Waší·šiw persist in stewardship, cultural revitalization, and assertion of sovereignty. We acknowledge that these harms are not only historical but continue in global systems today.

We honor the Waší·šiw as the original and enduring stewards of this region and affirm our commitment to strengthening our government-to-government relationship with the Washoe Tribe of Nevada and California. This includes moving beyond consultation to embrace shared leadership, particularly in areas such as land use, climate and environmental stewardship, and cultural recognition. The Town is committed to identifying ways to appropriately compensate the Washoe Tribe for sharing their knowledge and expertise, recognizing the value of their cultural teachings, scientific practices, and lived experience.

As residents, workers, and visitors in these homelands, we invite all to move beyond reflection toward action—learning the history, supporting Tribal initiatives, and practicing reciprocity with the land and waters.

This acknowledgment is not an ending, but an opening toward deeper accountability, shared leadership, and enduring stewardship with the Waší·šiw people.

Acknowledgements

The Town of Truckee extends its deepest gratitude to all individuals, partners, and community members who contributed to the development of the Inclusion, Diversity, Equity, and Accessibility (IDEA) Action Plan. This work would not have been possible without your time, honesty, and commitment to creating a more inclusive and equitable community.

Community Engagement and Partnerships

We thank the many local leaders, educators, outreach workers, and service providers who generously shared their experiences and insights throughout the development of this plan. These include bilingual interpreters, translators, and community liaisons from the Tahoe Truckee Unified School District; the outreach team and staff from Sierra Community House; LGBTQIA+ community members and advocates, veteran advocates; and those who supported the regional homelessness planning efforts through community workshops. We are especially grateful for the voices and contributions of individuals from the Washoe Tribe of Nevada and California. Their partnership and presence have been invaluable to this process. We also deeply appreciate the continued collaboration with the Nevada County Truckee Library, Friends of the Truckee Library, Tahoe Ability Program, Achieve Tahoe, Truckee Roundhouse, Tahoe Truckee Child Abuse Prevention Council, and Truckee Pride.

We extend our thanks to the students, parents, and educators who welcomed conversations about community priorities into the schools. From language advisory meetings and youth clubs to parent groups and support forums, your participation helped us understand the hopes and challenges of families across Truckee.

We also thank all those who made space for Action Plan outreach at community events and celebrations, including the Truckee Donner Recreation and Park District, Tahoe Forest Hospital, Nevada County Health and Human Services, the Community Organizations Active in Disaster network, Promotoras, and the many residents who attended workshops and community events and generously shared their stories.

Research Partner

Thanks to True North Research, who conducted the community-wide survey in partnership with the Town as part of the broader Community Satisfaction Survey. The survey incorporated proposed external IDEA actions developed through outreach and committee input and gathered valuable community feedback to help inform final prioritization.

Equity and Wellness Institute

We thank the Equity and Wellness Institute (EqWI) for leading the Town's initial IDEA assessment from November 2023 through October 2024. Their work included reviewing internal documents, conducting staff and partner interviews, reviewing demographic data, facilitating an all-staff survey, engaging with select community-based organizations, and completing an Environmental Justice Analysis, which was accepted by Town Council on October 22, 2024. This early phase of assessment was instrumental in laying the groundwork for the IDEA Action Plan. While EqWI did not lead the development of the plan itself, their foundational analysis helped surface key questions, highlight early focus areas, and prepare the IDEA Steering Committee and staff for the in-depth, community-driven planning process that followed.

Steering Committee and Town Staff

To the dedicated staff representatives who served on the IDEA Steering Committee: thank you for your ongoing leadership, courage, and thoughtful review. Your insights, professional development efforts, and monthly collaboration have been essential. We also recognize the contributions of the former Diversity, Equity, and Inclusion Manager, the Assistant to the Town Manager, and Department Heads, whose partnership ensured this plan reflects both community and organizational priorities.

Town Council

A special note of appreciation goes to the Town of Truckee Mayor, Vice Mayor, and Council Members for your leadership in identifying *enhanced communication and public outreach to foster community cohesion* as a strategic priority for the Town. By dedicating resources to the Inclusion, Diversity, Equity, and Accessibility (IDEA) effort, you ensured that this commitment translates into meaningful action. You continuously reaffirmed your dedication and support to inclusive engagement, equitable practices, and a stronger, more connected Truckee. Your continued guidance and investment made the development of this Action Plan possible.

This IDEA Action Plan is a testament to the collective strength of our community. It is inspired by your voices and made possible by your participation. Together, we move toward a more inclusive and equitable future for the Town of Truckee.

IDEA Statement

The Town of Truckee is committed to fostering a community and government organization that effectively serves the needs of all residents, visitors, and Town staff. We actively seek to identify gaps in services and work collaboratively to address them, prioritizing solutions that benefit everyone. Together, we strive to create an environment where every individual feels valued, respected, and empowered to participate fully in the life of our town.

Our Inclusion, Diversity, Equity, and Accessibility (IDEA) Action Plan guides our efforts to equitably serve the Truckee community and outlines our goals, anticipated actions, and next steps—while also serving as an evolving document. This reflects our understanding that this work is never complete; instead, it requires continuous learning, reflection, and adaptation to meet the changing needs of our community.

Inclusion

Inclusion is not just a goal but a continuous journey. We aim to create a culture where every individual feels valued, empowered, and supported to contribute to their full potential. We collectively promote open dialogue, mutual respect, and cultural humility to foster a sense of belonging for everyone.

Diversity

We recognize and honor the diversity of our people and the richness of their perspectives. We are committed to fostering a community that values and respects the unique backgrounds, experiences, and identities of every individual. Diversity is a fundamental aspect of who we are and essential to our ability to effectively serve the needs of our community. By embracing diversity in all its forms, including but not limited to race, ethnicity, gender, age, sexual orientation, religion, ability, and socioeconomic background, we enhance our capacity for innovation, creativity, collaboration, and care.

Equity

We are dedicated to ensuring equity, fairness and justice, is present in all aspects of life in Truckee, from how we engage with the community to how we allocate resources and deliver services. We strive to dismantle systemic barriers and address historical and current inequities to create a more just and inclusive town where all residents, visitors, and staff are treated with dignity and have opportunities to thrive.

Accessibility

We understand that accessibility, in all its forms, is essential to ensuring every member of our community, residents, visitors, and staff, can fully participate in and benefit from the programs, services, and opportunities Truckee offers. We are committed to continuously learning about and responding to the evolving needs of our diverse community to remove barriers and foster an environment where everyone can succeed and feel a sense of belonging.

Achieving inclusion, diversity, equity, and accessibility requires ongoing internal and external effort, education, and accountability among and between all staff, departments, and leadership. We will continuously evaluate our policies, practices, and programs to ensure they reflect our commitment to IDEA, and we will hold ourselves accountable for progress through transparent reporting, meaningful action, and accountability.

We are committed to creating a Town government that reflects the diversity of our community, champions equity, and promotes a culture of inclusion, ensuring that everyone has the opportunity to access what they need to learn, grow, and thrive.

Introduction and Current Efforts

As previously stated, at the Town of Truckee we believe that Inclusion, Diversity, Equity, and Accessibility (IDEA) are not just guiding principles, they are essential to building a strong, connected, and thriving community. Since the creation of our IDEA Program, we have taken meaningful steps to weave these values into our services, programs, policies, and partnerships. This commitment has helped us strengthen our community bonds and identify areas where we can grow and do better.

Laying the Groundwork with Dedicated Support

In October 2022, the Town of Truckee appointed a dedicated staff member to create, lead and grow what was then the Diversity, Equity and Inclusion (DEI) Program. The program has since been renamed to the Inclusion, Diversity, Equity, and Accessibility (IDEA) program. This dedicated position has been vital in coordinating community outreach, fostering regional partnerships, and advocating for inclusive practices within local government. By creating this program, the Town signaled its commitment to long-term investment in IDEA values and its continuous improvement.

Expanding Language Access and Communication

Recognizing that language can be a barrier to engagement, the Town has made major strides in language access. The Town translates critical materials, such as housing flyers, emergency alerts, and newsletters, into Spanish, and offers live interpretation at select public meetings when needed. The Town's phone system includes a Spanish language option, and we have piloted offering bilingual and Spanish-focused events and workshops. In 2023, we conducted a bilingual community survey to understand how residents prefer to receive information, which helps guide our ongoing communication strategy.

Deepening Community Engagement

We intentionally focus targeted engagement efforts on historically underrepresented communities, including residents in multi-family housing and mobile home parks. These efforts are supported by bilingual staff who provide culturally and linguistically relevant outreach. The Town also partners with community-based organizations like Sierra Community House, the Truckee Chamber of Commerce, Tahoe Truckee Community Foundation, and other local agencies to broaden our reach and support inclusive programming.

Elevating Youth Voices and Expanding Opportunity

The Town is actively working to make its hiring practices more inclusive, with a focus on skills-based hiring that lowers barriers to entry to attract qualified applicants from all segments of the community.

We are also investing in future generations through initiatives like the Truckee North Tahoe Tech Teens program, currently in its second year, which offers high school students real-world experience in technology and career development.

Strengthening Regional Collaboration

We work closely with partners in Nevada and Placer Counties, the Tahoe Truckee Unified School District, and other agencies to ensure IDEA values are present in regional disaster planning and outreach to vulnerable populations. This includes collaboration on homelessness services through participation in the Homeless Advisory Committee and funding support for Truckee's Emergency Warming Center shelter.

Acknowledging and Respecting Sovereign Governments

The Town of Truckee acknowledges the Washoe Tribe of Nevada and California as the original stewards of this land and as a sovereign government. We are committed to building and maintaining a government-to-government relationship with the Washoe Tribe based on mutual respect and collaboration. This relationship includes consultation on projects such as the naming of a new community park and efforts to ensure that the Tribe's perspectives and cultural heritage are recognized and valued in public decision-making.

Creating Equitable Access to Resources and Services

The Town's IDEA work also informs how we design public spaces, services, and infrastructure. In 2024, we launched a new, more accessible website, TownofTruckee.gov, to ensure that our digital resources are usable by all community members. Our housing programs, such as Lease to Locals, Rooted Renters and the Truckee Home Access Program, promote affordability and long-term housing stability.

In transportation, we have invested in fare-free services like the TART bus and TART Connect micro transit, expanded bike lanes and multi-use trails to make sustainable transportation more accessible to all.

Providing Access to Reliable and Affordable Childcare for Employees

During the Town's initial IDEA work, staff expressed a desire for the Town to explore opportunities for guaranteed child placement at affordable rates for Town staff with childcare needs. This remained a highly ranked priority in the staff survey. As a result, the Town recently entered into a five-year agreement with a local childcare provider to secure guaranteed childcare spots, at a reduced rate, for the children of current employees, future dependents, and prospective employees relocating to the area. Studies show that women, lower income families, and communities of focus are disproportionately affected by the high cost of childcare which can prevent them from participating

fully in the workforce. Thus, facilitating access to reliable childcare is a proactive strategy to support working families, attract excellent future employees, improve employee retention, and ensure continuity in Town operations

The Path Toward a Formal Action Plan

Throughout the course of these efforts, one thing became clear: to truly move the needle on inclusion, diversity, equity, and accessibility, we needed more than individual actions, we needed a coordinated, strategic framework. The IDEA Action Plan was born out of this realization. It builds on what we've learned, identifies areas for continued growth, and establishes a shared vision for how the Town of Truckee can become a more inclusive and equitable place for everyone.

This plan reflects our collective aspirations, and our belief that when everyone belongs, we all thrive.

Communities of Focus and Evolving Language

As part of the IDEA Action Plan, the Town of Truckee has identified several communities of focus to help guide our work and ensure inclusive engagement. These communities include youth, Limited English Proficient individuals (LEPs)¹, the Hispanic/Latine² community, LGBTQIA2S+ individuals, the Washoe Tribe of Nevada and California, senior citizens, people facing financial insecurity, people with disabilities, people experiencing homelessness, and veterans. We recognize that not every individual within these groups faces disadvantages or exclusion. However, these communities have historically been, or can be, underrepresented in public processes, decision-making, and access to services. By centering these groups in our outreach, planning, and programming, we aim to proactively address barriers, amplify voices that have not always been heard, and build a more inclusive Truckee for all.

We also recognize that language and identity are constantly evolving. The ways communities describe themselves, and the terms that reflect dignity, cultural relevance, and self-determination, may shift over time. As a Town, we are committed to using the most current, respectful, and inclusive language available. We will continue to listen, learn, and adapt how we refer to individuals and groups in partnership with those most directly impacted.

¹ This term refers to people whose primary language is not English and who have limited ability to read, write, speak, or understand English. While most Limited English Proficient individuals in Truckee are Spanish speakers, the community also includes speakers of other languages as their primary language.

² These terms refer to individuals with cultural or ancestral ties to Spanish-speaking countries, particularly in Latin America and Spain. “Hispanic” emphasizes language of said countries, while “Latine” is a gender-inclusive term used to center Latin American identity in a more inclusive and community-based way.

Methodology

The development of the Town of Truckee’s IDEA Action Plan was guided by a thoughtful, inclusive, and iterative process. Designed to reflect the needs and values of Truckee’s diverse community, the methodology brought together the efforts of EqWI, Town leadership, IDEA staff, the IDEA Steering Committee, and community partners. From November 2023 through May 2025, this work combined rigorous internal assessment with expansive external outreach to create a comprehensive framework for IDEA actions, programs, and policies.

Initial Internal and Community IDEA Engagement and Assessment

Equity and Wellness Institute (EqWI) Process (November 2023 – October 2024)

During the early phase of the IDEA planning process, the Town of Truckee partnered with EqWI to conduct a foundational assessment that helped inform and initiate the Town’s inclusion, equity, and accessibility efforts. EqWI’s work primarily focused on establishing baseline knowledge and identifying early themes to guide the Town’s future work. This initial phase provided a valuable starting point that was later expanded through deeper community engagement, staff leadership, and planning by the IDEA Steering Committee and Town staff.

Organizational Assessment

- **Internal Document Review:** EqWI reviewed 25 internal documents shared by the Town, including the General Plan, the 2023 Equal Employment Opportunity (EEO) Survey, internal policies, and communications materials. This provided context for existing structures, policies, and planning frameworks.
- **Interviews with Staff and Partners:** EqWI conducted over 20 confidential interviews with Town staff from all departments, one Town Council Member, select community-based organizations, and representatives from the Washoe Tribe of Nevada and California. These conversations helped surface initial perceptions, goals, and concerns related to IDEA.
- **All-Staff Survey:** An IDEA-focused staff survey was distributed Town-wide, with 82 staff members responding across all divisions. The survey provided a snapshot of internal awareness, attitudes, and understanding related to IDEA.

Environmental Justice Lens and Mapping

EqWI also conducted a review of existing planning documents such as the General Plan and Climate Action Plan. In collaboration with the Town’s GIS team, they developed mapping tools that examined

factors such as population density, proximity to essential services, fire risk, and flood zones, overlaid with demographic data, including the distribution of residents identifying as Hispanic/Latine.

Data Analysis Approach

EqWI used a qualitative and quantitative methodology to identify common patterns, barriers, and opportunities. The themes were tracked and coded, and high-level recommendations were drafted to support future IDEA work. While EqWI initiated this thematic framework, it was later built upon and refined extensively through expanded outreach, community events, internal staff contributions, and feedback facilitated by the IDEA Steering Committee and Town departments.

Foundation for the Action Plan

Though EqWI did not lead the development of the IDEA Action Plan, their early analysis and engagement laid a foundational layer of understanding that informed the Town's broader planning efforts. This initial phase helped surface critical questions, outline potential focus areas, and prepare the Steering Committee for deeper involvement in the months that followed.

External Outreach and Community Engagement (Sept 2024 – May 2025)

Following the initial internal and external groundwork, a bilingual (English-Spanish) IDEA Program Analyst II was hired after the departure of the DEI Program Manager, and the Town shifted focus to broad-based community engagement to ensure the IDEA Action Plan reflected the needs of community members across Truckee.^{2F3}

One-on-One Community Conversations

As part of the Town's commitment to inclusive and community-informed planning, individual outreach meetings were conducted with more than 30 local stakeholders representing a wide range of lived experiences and professional expertise. These conversations helped deepen understanding of barriers to access, community strengths, and priorities for inclusion in Truckee.

Educational Partners and Liaisons

The IDEA Analyst had conversations with bilingual interpreters, translators, and staff from the Tahoe Truckee Unified School District, including those working in special education, school counseling, and

³ A comprehensive list of individuals and organizations IDEA staff had conversations with, and outreach events IDEA staff participated in can be found in Appendix A.

administration. These conversations provided valuable insight into the needs of students, multilingual families, and caregivers navigating the public school system.

Community-Based Organizations

IDEA Staff held conversations with leaders and outreach teams from key service organizations including Sierra Community House, Nevada County Health and Human Services, Truckee Fire Protection District, Nevada County Truckee Library, Friends of the Truckee Library, Achieve Tahoe, Tahoe Ability Program, Tahoe Truckee Child Abuse Prevention Council, and the Community Collaborative of Tahoe Truckee. These partners offered firsthand perspectives on community health, safety, housing insecurity, accessibility, and social service gaps.

Cultural Advocates and Leaders within Communities of Focus

IDEA Staff also connected with individuals and representatives supporting historically marginalized groups, including advocates for the LGBTQIA+ community (such as Truckee Pride and Pride Week organizers), veterans, the Washoe Tribe of Nevada and California, and leaders working with Hispanic/Latine and Spanish-only speaking families, such as Promotoras from Sierra Community House. These discussions helped center voices from within the Town's identified communities of focus.

These conversations not only informed the IDEA Action Plan but also helped build trust, strengthen partnerships, and ensure that community-driven insights remain central to the Town's equity work. This strategy also improved accessibility by meeting people in safe spaces and helped reach underrepresented and linguistically isolated residents.

Land Acknowledgment

Town staff worked closely with the Washoe Tribe of Nevada and California to develop a formal land acknowledgment that reflects the Tribe's comments and input. The acknowledgment honors the Wašičiw's history, cultural presence, and ongoing stewardship of this region, while affirming the Town's commitment to a strong government-to-government relationship. While included in the IDEA Action Plan, the acknowledgment is also intended for use in other Town documents and initiatives, such as the River Revitalization Steering Committee (R2SC) R3 Playbook, to ensure accuracy, respect, and consistency in recognizing the Wašičiw homelands and the Washoe Tribe.

Community Wide Outreach and Feedback

IDEA Community Workshop

IDEA Staff hosted an IDEA Community Workshop to hear directly from community members and ensure their voices informed the development of the IDEA Action Plan. The workshop was intentionally designed to be welcoming, inclusive, and accessible. To reduce common barriers to participation, the Town provided bilingual staff and interpretation services to support both English and Spanish speakers, as well as activities for kids and free dinner for attendees. The setting and structure of the event reflected a commitment to creating a space where all residents could feel safe, respected, and heard. Through a series of interactive activities, participants engaged in open dialogue around the themes of belonging, access, and representation. These activities encouraged attendees to share their lived experiences, raise concerns, and express their aspirations for a more inclusive Truckee.

In addition to open discussion, workshop participants reviewed 13 proposed Town actions intended to advance inclusion, diversity, equity, and accessibility. They cast votes and offered detailed feedback on each proposed initiative, contributing valuable insights to help refine and strengthen the overall approach. While the majority of proposed actions were broadly supported, participants also offered specific recommendations for further improvement. Suggestions included providing incentives to encourage public participation, expanding outreach through culturally relevant platforms such as WhatsApp, and offering more targeted support for communities of focus. Attendees emphasized the importance of practical, sustainable efforts that are both community-driven and responsive to the diverse needs of Truckee's population.

The feedback collected during the workshop reflected a desire for long-term structural change and deeper collaboration with trusted community partners. Several participants encouraged the Town to strengthen partnerships with local organizations, improve accessibility in both communication and physical infrastructure, and explore opportunities for multi-year grant funding to support ongoing community-based initiatives. All feedback was reviewed by the IDEA Steering Committee and used to inform the next stage of community input, including the development of survey questions for broader community input. A full summary of the workshop feedback is provided in Appendix C.

Community Survey with True North Research

In partnership with True North Research, the Town fielded a statistically reliable community survey as part of the broader Community Satisfaction Survey. This survey integrated proposed community-facing IDEA actions developed through the previously outlined outreach efforts, Steering Committee input and gathered feedback to inform final prioritization. Survey questions were developed with input from IDEA staff, and the IDEA Analyst specifically reviewed and refined the Spanish-language version to ensure the wording was culturally relevant and accessible for Spanish-speaking residents.

A total of 600 adult residents participated in the survey, which was available in both English and Spanish. The results demonstrated strong community-wide support for the Town's efforts to advance IDEA, with a majority of respondents endorsing every proposed action.

Support was particularly strong for actions focused on enhancing engagement, improving accessibility of Town services and spaces, increasing the Town's presence at public events, and collaborating with community-based organizations. Over 90 percent of respondents favored engaging residents of varying abilities to identify service improvements, distributing materials through trusted local organizations, participating in community events and meetings, and hosting workshops and listening sessions to facilitate direct community input. High levels of support also extended to the creation of a Youth Commission and expanded collaboration with veterans.

Details of the IDEA section of the Community Satisfaction Survey results can be found in Appendix B.

Steering Committee Leadership and Involvement

The Town of Truckee's IDEA Steering Committee has been a driving force behind the development of the IDEA Action Plan. Formed early in the process by Town leadership and the former Diversity, Equity, and Inclusion Manager, this cross-departmental group includes nine staff members representing a wide range of roles, backgrounds, and lived experiences. Their continued commitment has been essential to advancing both the internal assessment and the external outreach that shaped the plan.

The Steering Committee has been actively involved from the early phases of this Action Plan, contributing to the design of the engagement process, reviewing findings, and helping translate community and staff input into actionable strategies. Their leadership has ensured that the plan is deeply informed by the perspectives of Town staff and grounded in the values of equity and inclusion.

- **Shaping the Action Plan:**
Committee members served as internal liaisons and subject matter experts, bringing forward department-level insight and real-time feedback. Their contributions helped ensure that IDEA principles are thoughtfully embedded across Town operations, policies, and culture.
- **Capacity Building and Shared Learning:**
Early in the process, the committee participated in a Courageous Conversations training and a professional development series that included videos, podcasts, and reflection tools. These learning opportunities helped build a shared foundation of knowledge around topics such as cultural humility, implicit bias, historical trauma, and equity-driven leadership.
- **Collaborative Review and Refinement:**
Throughout the development of the IDEA Action Plan, the Steering Committee worked closely

with IDEA staff and department heads to review key findings, test ideas, and refine priorities. Their ongoing engagement helped ensure that both internal experiences and community voices were reflected in the final framework.

The Town is deeply grateful for the Steering Committee's leadership, thoughtfulness, and continued collaboration. Their work exemplifies the spirit of the IDEA Action Plan and demonstrates the power of staff-led equity leadership in building a more inclusive Truckee.

Staff Survey

As one of the final steps in the IDEA assessment process, a second staff survey was conducted to gather input on potential training topics and internal actions. The goal was to understand staff perspectives and inform next steps that reflect the range of roles and responsibilities across the organization.^{3F4}

Training Topics

Staff were asked to rate eight potential training topics on a scale from 0 ("not interested/not relevant to my role") to 10 ("very interested/very relevant"). Depending on the topic, 39% to 59% of staff respondents indicated a high level of interest/ relevance of the training topic (score of 7-10) while 26% to 43% of respondents indicated a low level of interest/ relevance for each training topic. The wide range of responses is expected given the diversity of job duties. For example, training on community engagement may not be relevant to staff with limited public interaction, while refresher training on HR policies may be less applicable to non-supervisors. These findings support the need to tailor future training topics by job type. Internal Actions

Staff were also asked to rate twelve potential internal actions on a scale of 0-10 to indicate how important the respondent thinks each action would be as a step to ensure that the Town organization most equitably and inclusively supports staff and serves the entire Truckee community, with 0 representing "not important" and 10 representing "very important." Depending on the topic, 31% to 57% of staff respondents indicated a high level of importance of the action (score of 7-10) while 21% to 36% of respondents indicated a low level of importance of the action. Eight respondents (10%) rated all potential actions with a score of zero. The significant variance in results aligns with the finding of the recently completed Townwide Operational and Service Delivery Review that concluded, "longer-tenured employees are, in some instances, not comfortable with service delivery changes that are

⁴ A summary of the staff survey results can be found in Appendix D

occurring, such as diversity, equity and inclusion and environmental sustainability efforts that are not consistent with the Town’s original core operational service areas.”^{4F5}

While responses varied, Town leadership and the Steering Committee recommend advancing position-relevant staff training and internal actions as they are essential to effectively support Town Council’s policy direction to implement an IDEA program.

Aligning internal actions and training is integral to the success of the recommended IDEA-related community engagement actions. For example, if the Town adopts a Language Access Plan to guide bilingual community engagement, staff training on this plan and on best practices to engage with non-English speakers and individuals with Limited English Proficiency will be essential.

⁵ The Townwide Service Delivery Review: Project Report of Observations and Recommendations completed by Baker Tilly was accepted by Town Council on May 13, 2025.

Rationale behind the recommended actions

The recommended actions outlined in the following sections of this plan were formed through an inclusive, iterative process rooted in community engagement, internal reflection, and cross-departmental collaboration as described in the methodology section. This approach ensured that the selected actions are not only responsive to community needs but also feasible within the Town’s operational framework.

We recognize that the recommended actions do not represent an exhaustive list of all possible initiatives. For example, while many valuable ideas were shared during the community workshop and in outreach conversations, not all were included in this initial five-year plan.

The actions listed are not ranked in order of importance. Each contributes in a meaningful way to advancing inclusion, diversity, equity, and accessibility in Truckee, and together they represent a strategic and actionable starting point. While this document is intended as a five-year plan, a subset of the actions are identified as “recommended for prioritization,” indicating that these actions will be prioritized as action items in the Town’s 2025-2027 strategic priorities workplan.^{5F}⁶ The prioritization of these actions reflects both community input as well as staff capacity and available resources. Items not identified for such prioritization will be considered for prioritization in future updates to the strategic priorities workplan.

⁶ Truckee Town Council adopts two-year strategic priorities and a workplan to address each priority. This document serves as a dynamic plan, with staff presenting quarterly updates regarding progress on each action and providing an opportunity for workplan adjustments. The most recent updates to the Council Strategic Priorities and Workplan are available at: <https://www.townoftruckee.gov/298/Council-Strategic-Priorities-Work-Plan>

Focus Areas

The methodology for the Town of Truckee's IDEA Action Plan represents a comprehensive and collaborative process, built on rigorous internal analysis, deep community engagement, and cross-sector input. From the Equity and Wellness Institute's early assessment work to the Steering Committee's ongoing leadership and the broad-based outreach across Truckee, this process ensured the final action plan is community-rooted, data-informed, and operationally aligned with the Town's mission and values.

Through this process, six key focus areas were identified:

1. Community Engagement
2. Tribal Recognition and Engagement
3. External Communications
4. Organizational Culture and Structure
5. Need for Educational Opportunities around IDEA, including Cultural Competence
6. Equitable Town Processes

These focus areas now serve as the foundation for the IDEA actions, programs, and policies.

1. Community Engagement

Key Findings

The Town of Truckee has made commendable efforts to engage the community and apply best practices in community involvement; however, these efforts are not yet consistently embedded across all Town projects, programs and departments.

Community feedback indicates a strong desire for outreach that is relationship-based and sustained over time, especially among the Hispanic Community, who prefer authentic, ongoing interactions rather than purely transactional engagements. This sentiment aligns with broader calls for deeper outreach to communities of focus, where proactive strategies—such as meeting people where they are and addressing barriers like limited access to technology—are seen as essential.

Feedback also highlights the importance of leveraging and supporting existing programs to avoid duplication and emphasize the need for collaboration across multiple agencies to improve overall impact and resource coordination.

Housing and affordability remain urgent issues. Despite efforts to address affordable housing, high living costs continue to pose challenges for Town staff, the local workforce, financially insecure individuals, and those experiencing homelessness. The public has voiced the need for expanded homeless services and greater clarity around the respective roles of the Town and Nevada County.

There is strong support for creating a Youth Commission, with students showing enthusiasm for participation. Ensuring equitable access, addressing barriers, and including diverse youth voices are seen as critical for the success of such an initiative.

Overarching Goal 1

Institutionalize inclusive, relationship-based, and coordinated community engagement practices that are embedded across all Town departments to ensure that all community members, residents and visitors alike, particularly those in our communities of focus, can meaningfully participate in civic life, access public services, and shape Town policies. This includes moving beyond transactional outreach toward sustained, trust-centered relationships, especially with communities of focus; addressing barriers such as language, transportation, and technology access; and strengthening collaboration with local organizations and regional partners to improve coordination, avoid duplication, and maximize collective impact.

Actions

Recommended for prioritization:

1.1 Community Engagement Framework.

In collaboration with the Communications Program Manager, develop a community engagement framework to provide strategic guidance for consistent, coordinated outreach and inclusive engagement strategies across Town of Truckee departments, where and when relevant. This may include:

- Consulting local Community Based Organizations (CBOs) that directly serve communities of focus to engage these communities in new Town projects.
- Holding listening sessions to gather feedback and adjust engagement strategies.
- Creating tailored outreach for the Hispanic/Latine community, working with Sierra Community House and their Promotoras.
- Organizing events like community workshops and focus groups to understand community needs and craft effective messages.
- Providing Community Outreach training for key Town staff to effectively engage with communities of focus.
- Using Community Based Participatory Research (CBPR) to gather meaningful feedback on new programs and initiatives.
- Distributing outreach materials with CBOs, such as flyers in Meals on Wheels bags for seniors or at the Tahoe Ability Program offices, for example.
- Participating in community meetings like Golden Meet and Greet, advisory committees, and school events to increase engagement.
- Exploring neurodiversity-aware practices in engagement efforts, such as offering sensory-friendly environments, using multiple communication formats, and considering approaches that support participation from neurodivergent community members.

Rationale for prioritization: This action was prioritized to promote consistent and inclusive outreach across Town departments, as emphasized by both community and staff feedback. The framework will support culturally responsive and coordinated engagement, particularly with communities of focus, while aiming to strengthen trust through partnerships with local organizations. It may also serve as a model for other agencies, helping to advance more inclusive services, programs, and policies throughout the Truckee region.

1.2 Housing Equity Framework.

Adopt a Housing Equity Framework to support the identification of barriers to access, encourage inclusive participation, and inform approaches to more equitable distribution of housing resources and benefits. It will be developed in alignment with the Housing Element of the General Plan, with the aim of helping ensure that Town of Truckee housing programs consider the needs of the entire community, including a particular emphasis on communities of focus.

Rationale for prioritization: This action was prioritized due to widespread community concern about housing access and affordability. It provides a tool to guide more inclusive, data-informed decisions and ensures Town programs consider the needs of all residents, especially communities of focus.

1.3 Youth Commission.

This will be an advisory group made up of young people who can provide input on local issues and collaborate with the Town on matters affecting their communities. Efforts will be made to encourage diverse participation, with the goal of increasing youth voice, engagement, and agency in local decision-making.

Rationale for prioritization: This action was prioritized based on strong support from students and community members for greater youth involvement in local government. A Youth Commission encourages early civic engagement, supports leadership development, and helps ensure that young people can contribute to decisions that impact their lives.

1.4 Outreach Partnership Grant Program.

Create an Outreach Partnership Grant Program to partner with the Washoe Tribe, as a sovereign government, and with local Community Based Organizations (CBOs) that work with the Town's communities of focus to support outreach and engagement. The goal of this program is to foster mutually beneficial partnerships that strengthen our outreach and engagement strategies by leveraging the expertise, cultural competency, and on-the-ground connections of the Washoe Tribe and CBO partners

Rationale for prioritization: This action was prioritized to strengthen engagement with communities of focus by partnering with the Washoe Tribe, in recognition of its sovereign government-to-government relationship with the Town, as well as with trusted local organizations. Community feedback highlighted the value of working with both the Washoe Tribe, which brings deep cultural knowledge and historical stewardship, and CBOs that have strong relationships and cultural insight. A grant program creates a structured way to support these collaborations and invest in more inclusive and representative outreach.

1.5 Transportation Program Outreach.

Explore opportunities to increase awareness of TART Connect and Dial-a-Ride, and create pathways for community members, especially those who may be unfamiliar with these transportation options, to learn more about them and how to access them.

Rationale for prioritization: This action was prioritized based on feedback suggesting that some community members may be unaware of available transportation services. Exploring ways to increase awareness of TART Connect and Dial-a-Ride could help reduce access barriers and support more inclusive mobility options.

1.6 Veteran Recognition.

Create a series of Veteran Spotlight videos to recognize and celebrate our veteran community members. These videos may serve as an opportunity to share personal stories, highlight the experiences of veterans in Truckee, and may foster greater community appreciation and connection.

Rationale for prioritization: This action was prioritized in response to feedback suggesting interest in more visible recognition of veterans in the community.

1.7 Understand Barriers for Individuals with Disabilities.

Explore the needs of community members with disabilities and facilitate conversations regarding strategies to better serve these needs. This may include formal and informal conversations and engagement with trusted organizations such as Tahoe Ability Program, Achieve Tahoe, and Alta California Regional Center; direct connections with members of this community of focus; and other efforts to identify barriers to participation in Town programs and services. The intent is to gain deeper insight into the lived experiences of individuals with disabilities—broadly defined to include physical, cognitive, developmental, and sensory differences—and to explore strategies that may support more inclusive practices across departments.

Rationale for prioritization: This action was prioritized in response to strong community feedback and its ranking as the highest-priority item in the IDEA section of the Community

Satisfaction Survey. Survey respondents showed broad support for efforts aimed at better understanding the needs and lived experiences of individuals with disabilities.

Community outreach also emphasized the importance of engaging directly with residents and trusted organizations to identify barriers to participation in Town programs and services. By recognizing a wide range of disabilities and listening to those with lived experience, the Town may be better positioned to explore actions, programs and policies that support greater inclusion across departments.

2. Tribal Recognition and Engagement

Key Findings

The Washoe Tribe of Nevada and California has expressed interest in continued collaboration with the Town in ways that honor their culture and historical ties to the area. Community members strongly support this partnership and seek more than consultation, they want shared leadership, especially in areas such as climate and environmental initiatives.

Overarching Goal 2

Strengthen and sustain a respectful, collaborative, and culturally grounded relationship with the Washoe Tribe of Nevada and California that honors their deep historical ties to the Truckee region. This includes moving beyond consultation to embrace shared leadership, particularly in areas such as land use, environmental stewardship, and cultural recognition, and ensuring the Town's practices, communications, and public spaces reflect and respect the presence, history, and ongoing contributions of the Washoe people.

Actions

Recommended for prioritization:

2.1 Working Relationship with the Washoe Tribe.

Work with the Washoe Tribe of Nevada and California to strengthen and expand the Town and Tribe's working relationship. This will include:

- Acknowledging Washoe Tribal history publicly, through relevant Proclamations during Council meetings and by including a link on the Town of Truckee's homepage to the Washoe Tribe of Nevada and California website/history.
- Working with the Washoe Tribe on projects like development project consultations, naming parks, and cultural consultations. Inviting Tribal Liaison to virtual meetings to accommodate travel constraints.
- Adopting a land acknowledgement, approved by the Tribe, as part of this IDEA Action Plan, with the potential for use in other Town documents and communications.

Rationale for prioritization: This action was prioritized based on strong interest from both the Washoe Tribe and the broader community in deepening collaboration. Outreach findings suggested a desire to move beyond limited consultation and toward more meaningful, ongoing engagement rooted in respect, cultural recognition, and shared leadership. Strengthening this relationship may help ensure that the Tribe's presence, history, and ongoing contributions are

reflected across Town practices and communications in ways that feel more genuine and consistent.

3. External Communications

Key Findings

Community members have shared that external communications from the Town can be inconsistent and do not always reflect the specific needs or preferences of the community. Although there is general awareness that public meetings, such as Town Council and Planning Commission, are open for in-person and virtual attendance, actual participation remains low. This appears to be less about a lack of information and more about practical barriers such as childcare, limited time, and discomfort with technology. Interest in attending meetings tends to increase only when a topic directly affects someone's life.

There is strong community support for developing a Language Access Plan to ensure information is understandable and accessible to limited English proficient individuals. Consistent and culturally appropriate messaging across departments and programs is viewed as essential, particularly by members of the Hispanic/Latine community. Support for language access also extends to community-based organizations, which often act as trusted intermediaries.

Community members have expressed enthusiasm for the Town to adopt tools like WhatsApp and WhatsApp Community⁷ as part of its outreach strategy, particularly for connecting with the Hispanic/Latine community and multilingual audiences. People emphasized that communications should come from trusted messengers and feel personal, like they are coming from a real person, not just an institution.

Additionally, there is a recognized need to build foundational understanding around environmental topics, especially climate change and environmental justice. Many community members expressed a desire to begin with accessible, basic information before engaging in more complex conversations. Outreach on these issues should specifically consider low-income residents and focus on practical benefits, such as energy efficiency, cost savings, and available incentives.

Overarching Goal 3

Ensure that all community members, especially those belonging to our communities of focus, can access, understand, and engage with Town information, programs, and services through consistent, culturally relevant, and multilingual communication strategies. By addressing barriers such as language,

⁷ WhatsApp is a free messaging app that allows users to send texts, make voice and video calls, and share media over the internet. WhatsApp Communities are a feature that lets users organize multiple group chats under one umbrella, making it easier to manage large groups or organizations. WhatsApp is especially popular among Spanish speakers and international travelers, including many J-1 visa holders, due to its widespread global use, cost-free communication features, and ability to stay connected with family and peers across countries.

technology access, and institutional tone, and by working closely with community partners, the Town will build trust, promote participation, and improve outreach across all areas.

Actions

Recommended for prioritization:

3.1 Language Access Plan.

Develop a Language Access Plan (LAP) as a strategy to help people who speak different languages understand and access services, information, and programs. It outlines how to provide translation, interpretation, and other language support for non-English speakers. This will include:

- Establishing guidelines for which materials need translation or interpretation and when to provide it.
- Reviewing the need and resources for Spanish translation and interpretation at all Town Council meetings.
- Making website translation tools easy to find on all Town pages.
- Ensuring newsletters are available to the Hispanic community and translated into Spanish.
- Evaluating communication best practices and providing alternative outreach methods (like flyers, handouts, and surveys in Spanish) for communities facing inequities.

Rationale for prioritization: This action was prioritized in response to strong and consistent feedback emphasizing the importance of clear, multilingual communication. Community members, particularly within the Hispanic/Latine community, expressed a desire for more accessible and culturally relevant information from the Town. A Language Access Plan may help reduce communication barriers for Limited English Proficient individuals and support more equitable access.

3.2 Language Access Training.

Following completion of the Language Access Plan, offer staff training to provide an overview of the Plan and best practices for engaging with members of the public who are non-English speaking and individuals with limited English proficiency (*staff survey training topic #5*)

Rationale for prioritization: This action was prioritized to reinforce the goals of the Language Access Plan by building staff awareness and confidence in serving non-English speaking and limited English proficient community members. It received the highest level of interest in the staff survey (see Appendix D, Table 1), indicating broad relevance

across roles. Providing this training may help ensure more consistent and inclusive communication practices across departments.

3.3 Social media platforms.

In collaboration with the Communications Program Manager, explore the use of relevant social media platforms, such as WhatsApp and WhatsApp Communities, as appropriate, to support outreach when they may be useful, effective, or align with expressed interests from communities of focus.

Rationale for prioritization: This action was prioritized in response to community feedback, particularly from the Hispanic/Latine community, highlighting interest in more personalized and accessible communication. Exploring platforms like WhatsApp may help the Town connect with multilingual audiences through tools they already use and trust, supporting more effective outreach and engagement when appropriate.

3.4 Environmental Program and Emergency Preparedness Resources.

Provide opportunities for community members to engage with and better access the Town's environmental programs and plans, as well as Emergency Preparedness resources, particularly those related to Wildfire Prevention. This may include:

- Collaboration between IDEA, Communications and Sustainability staff to develop a summary of the Climate Action Plan to provide a relatable and understandable overview for all town residents.
- Collaboration between IDEA, Communications and Sustainability staff to support updates to the Keep Truckee Green website and help ensure sustainability information is easier to navigate and understand.
- Collaboration between Communications, IDEA and the Office of Emergency Services on the design of outreach materials, workshops, meetings, and events that aim to reflect the needs and preferences of communities of focus.

Rationale for prioritization: This action was prioritized in response to community interest in gaining a clearer understanding of the Town's environmental efforts and emergency preparedness resources. Feedback suggested a need for more accessible and relatable information, particularly for residents with limited time, language barriers, or unfamiliarity with technical topics. Collaborative efforts across departments may help ensure that outreach is more inclusive and better aligned with the needs of communities of focus.

3.5 ADA Title II Compliance.

In collaboration with the Communications Program Manager, align the Town's web content and mobile applications with updated Title II regulations under the Americans with Disabilities Act (ADA).

Rationale for prioritization: This action was prioritized to reflect the importance of ensuring digital accessibility for individuals with disabilities. As the Town updates its web content and tools, aligning with revised ADA Title II regulations may help reduce access barriers and support more equitable participation in Town programs, services, and information.

3.6 Accessibility training.

Offer staff trainings to provide an overview of the Town's ADA plan; Title II requirements for written material compliance; and best practices for engaging with individuals with disabilities

Rationale for prioritization: This action was prioritized to align with the recommended external action to better understand and address the needs of community members with disabilities. In the community survey, engaging with residents with disabilities received the highest level of public support among all proposed Town actions (see Appendix C), highlighting strong interest in this area. Additionally, this training topic tied for the second highest number of staff responses indicating a high level of interest and relevance (see Appendix D, Table 1), suggesting broad applicability across departments. Providing accessibility training may help staff build confidence in applying the Town's ADA plan, understand Title II requirements for written material compliance, and adopt more inclusive practices when interacting with individuals with disabilities.

Future Actions:

3.7 Interpretation and Translation.

Consider adding a staff position to provide interpretation, translation, and bilingual community liaison capacity to support outreach and engagement across all Town departments and services.

- Providing in-house interpretation and translation will ensure greater consistency in the Town's Spanish language communications and will allow the Town to be nimbler with time-sensitive translation and interpretation needs.
- As an interim step, staff will continue to track expenditures for contracted interpretation and translation services and staff time spent overseeing interpretation and translation to inform the Town's future consideration of how to effectively provide these services.

3.8 ADA Self-Evaluation.

Conduct a re-evaluation of the Town's ADA self-evaluation to ensure the Town continues to meet requirements to address physical and programmatic barriers that limit the accessibility of Town programs, activities, or services to individuals with disabilities

- The Town completed an ADA Self-Evaluation and Transition Plan in 2012 and completed a Site Accessibility Evaluation of the Town Hall facility in April of 2025. A re-evaluation of the Town's complete ADA self-evaluation will assess progress and identify potential opportunities to address any identified barriers.

4. Organizational Structure and Culture

Key Findings

Successful, organization-wide change requires committed leadership, inclusive values, and a culture that actively supports inclusion, diversity, equity and accessibility. To be meaningful and sustainable, IDEA must be embedded into the organization's vision, mission, and daily operations, not treated as a stand-alone effort.

Seventy percent of Town staff surveyed by EqWI believe that IDEA work is essential to strengthening the Town's relationship with both the community and its internal workforce. Staff expressed a desire for support in understanding how to integrate IDEA principles into their daily responsibilities and departmental practices. However, there is uncertainty about how to put these principles into action in a practical and consistent way. Some staff also reported feeling disconnected from the Town's organizational culture, pointing to a need for stronger internal alignment and clearer communication around shared values and goals.

Overarching Goal 4

Equip staff with the tools, guidance, and support needed to integrate IDEA into their everyday work. This includes fostering a workplace environment where all employees feel connected, valued, and empowered to effectively serve all constituents.

Actions

Recommended for prioritization:

4.1 IDEA Committee.

Create a standing IDEA Committee comprised of 6-8 Town staff members from various departments to provide ongoing input on internal and external IDEA programs and support integration of Action Plan recommendations and future organizational initiatives. The Town does not currently have a staff member dedicated to implementing internal facing IDEA action plan items. Internal action plan items such as trainings and recruitment efforts explained in Goals 5 and 6 below will be implemented by a combination of staff in Human Resources and other divisions. The IDEA Committee will play a critical role in guiding and supporting these efforts, ensuring that implementation is informed by staff voices from across the organization and tailored to the job functions that would benefit from such training.

- The IDEA Committee will be comprised of approximately 6-8 staff members who volunteer to support this effort
- The Committee composition will represent a cross-section of departments and job levels, backgrounds, and lived experiences.
- Staff time will be allocated for committee members to participate.

Rationale for prioritization: This action was prioritized as a way to create a consistent structure for staff involvement in IDEA-related efforts. It combines two staff survey items: forming a standing, volunteer-based IDEA Committee and supporting the integration of IDEA Action Plan recommendations into current and future initiatives. While staff survey responses indicated a lower prioritization for establishing such a committee, Town leadership and the Steering Committee identified ongoing, cross-departmental engagement as important for maintaining momentum and ensuring staff input is reflected throughout implementation. A standing committee may help promote communication, coordination, and relevance of IDEA efforts across job functions and departments.

5. Staff Education around Inclusion, Diversity, Equity, and Accessibility (IDEA)

Key Findings

Although Town staff have expressed interest in centering inclusion, diversity, equity, and accessibility in their work, there is a general lack of understanding of how these principles intersect with specific roles. In some cases, IDEA is viewed as solely the responsibility of the IDEA Analyst, rather than a shared organizational effort.

The Town would benefit from evaluating the need for educational opportunities and professional learning focused on IDEA. This would help ground the work in the organizational culture by fostering internal understanding, empathy, and cultural awareness. Addressing IDEA and cultural competency with communities of focus would also continue to strengthen the Town's community connections.

Overarching Goal 5

Build internal capacity to advance inclusion, diversity, equity, and accessibility by evaluating and implementing educational opportunities that promote shared understanding and that are tailored to employees' specific job functions. Through consistent learning and reflection, the Town aims to integrate IDEA-related principles, knowledge, and best practices into daily practice and strengthen relationships with communities of focus.

Actions

Recommended for prioritization:

5.1 Staff Training.

Town Leadership will implement training opportunities in IDEA-related topics, with trainings geared toward specific department/ job function needs. Training topics will also be prioritized to align with changes in Town programs or actions (e.g. changes in website ADA compliance processes; adoption and implementation of the Language Access Plan).^{7F8} Priority training topics include the following:

- Best practices for engaging with members of the public who are non-English speaking and individuals with limited English proficiency (cross-listed as action 3.2)

⁸ The rationale for recommended prioritization of internal training items in the two-year work plan can be found in Appendix D. The IDEA Committee will provide continued guidance on prioritization after the two-year work plan and on how best to tailor training to specific departments or job functions when appropriate.

- Overview of the Town’s ADA plan; Title II requirements for written material compliance; and best practices for engaging with individuals with disabilities (cross-listed as action 3.8)
 - Refresher trainings on human resources policies such as hiring and protected leave (cross-listed as action 6.4)
 - How to respond to workplace issues such as racism, harassment, and other workplace complaints (cross-listed as action 6.5)
 - Baseline training regarding cultural awareness, competency, and unconscious biases
 - Understanding how IDEA is relevant to each person’s role and is integrated across all departments
 - Tools to support more robust and thoughtful community engagement with communities of focus
- Voluntary lunch and learn trainings for those interested in learning more about IDEA topics.

Rationale for prioritization: This action was prioritized to address a need identified through staff surveys and outreach for greater clarity on how IDEA principles relate to specific job roles. While some staff has expressed interest in IDEA, there is an uncertainty around how to apply these concepts in day-to-day responsibilities. Offering tailored, department-specific trainings may support a more consistent understanding across the organization and help embed IDEA into operational practices. Training content is also intended to align with upcoming changes in Town programs, increasing its relevance and practicality for staff.

6. Equitable Town Processes

Key Findings

The Town of Truckee has opportunities to improve inclusivity and diversity so that all staff feel heard, welcomed, and meaningfully included in decision-making processes. One key area for advancing a more inclusive culture is through human resource practices.

Hiring, retention, compensation, and work flexibility must be centered in equity. According to the Town's 2023 Equal Employment Opportunity (EEO-4) Report, 11% of Town staff identify as non-white, compared to 18–20% of the general community, though actual figures may be higher due to underreporting, especially among communities with historical mistrust of government data collection. While some Town departments are already leading by example, in IDEA-aligned representation and practices, broader efforts are needed to ensure the Town is successful at attracting and retaining the most qualified applicants for roles across the organization.

Expanding outreach and strengthening inclusive recruitment practices will help ensure all segments of the community are aware of employment opportunities, feel encouraged to pursue government careers, and see themselves reflected and welcomed in the Town's workforce.

Overarching Goal 6

Advance equity within the Town of Truckee's internal systems and structures by ensuring that hiring, retention, compensation, and workplace practices reflect inclusivity, fairness, and representation. Through equitable human resource policies and intentional outreach, the Town aims to foster a culture of openness and belonging, and to build a workforce that reflects the diversity of the community it serves.

Actions

Recommended for prioritization:

6.1 Job Recruitment Strategies.

Collaborate with local agencies, educational institutions and Community Based Organizations to develop job recruitment strategies that attract qualified applicants from all segments of the community.

- Identify pathways for advertising jobs to all segments of the community.
- Develop a framework for how managers can most effectively advertise different types of jobs (i.e. specialized/ difficult to recruit vs. easier to recruit positions)

Rationale for prioritization: This action was prioritized in response to strong staff support for expanding inclusive recruitment strategies, with this approach receiving the highest number of staff survey responses indicating a high level of importance. Collaborating with local agencies, educational institutions, and community-based organizations may help the Town reach a broader pool of qualified applicants and increase awareness of job opportunities across all segments of the community. Strengthening recruitment strategies could also result in a workforce that better reflects Truckee's diversity and fosters a more inclusive organizational culture.

6.2 Training for HR Staff.

Provide training opportunities for the Human Resources (HR) Division to enhance knowledge and skills to promote a culture of empathy, respect, and psychological safety.

Rationale for prioritization: This action was prioritized to ensure that HR staff are equipped with the knowledge and skills needed to effectively support implementation of HR-related priorities within the Action Plan. It also offers a practical opportunity to test training content that may later be adapted for other departments. Strengthening HR's capacity in this way supports a more consistent and informed approach to advancing IDEA across organizational policies and practices.

Future Actions:

6.3 HR Policies Training.

Provide refresher trainings for supervisory staff on human resources policies such as hiring and protected leave.

6.4 Workplace Complaints Training.

Provide additional staff training on how to respond to workplace issues such as racism, harassment, and other workplace complaints.

6.5 Flexible Work Benefits.

Encourage leadership and bargaining groups to continue to consider additional flexible, work-from-home, paid family leave, and childcare programs and benefit options.

- Changes to employee benefits and work conditions are, and would continue to be, addressed through the bargaining process with each employee group. Telework flexibility was discussed extensively during the most recent bargaining process. The

current level of telework flexibility was determined by leadership to be the maximum amount feasible to balance Town needs and provide equity across departments (i.e. positions that can and cannot telework). The current employee group MOUs extend through June 30, 2027.

6.6 Bilingual Stipend.

Evaluate the current bilingual stipend certification process to streamline and reduce barriers in the process.

- The Town's MOU with each employee bargaining unit provides additional pay to employees who are bilingual in English and Spanish and use Spanish in the scope of their work. Currently, eligible employees must take a test to demonstrate their proficiency in reading, speaking, and writing Spanish.

Carrying the Work Forward—Together

The IDEA Action Plan is not the end of a process, it is the beginning of a shared journey toward a more inclusive, connected, and thriving Truckee. This plan outlines clear priorities and actions grounded in community input. It reflects the Truckee 2040 General Plan’s Vision for the Future, which establishes a vision that Truckee will be a welcoming, inclusive, and thriving mountain town.

We recognize that meaningful change requires more than intention. It requires ongoing collaboration, deep listening, courageous conversations, and sustained action. The Town of Truckee remains committed to continuing this work with humility, transparency, and accountability.

We invite you to be part of this effort. Whether by attending community events, sharing your lived experiences, participating in workshops, or simply taking the time to learn more about the IDEA initiatives, your voice matters. Together, we can support a community where everyone feels seen, heard, and valued, and where each person has the opportunity to thrive.

Thank you for your partnership, your passion, and your belief in what we can build together.

With gratitude and appreciation,

The Town of Truckee

Appendices

Appendix A – IDEA Program Analyst II Outreach efforts

IDEA Outreach efforts

One on one conversations

- Maria Torres, Ivana Cobos and Carolina Pacheco - Bilingual Interpreters/Translators & Community Liaisons for Tahoe Truckee Unified School District (TTUSD)
- Barbara Kane – Bilingual Services Director, TTUSD
- Sierra Community House Promotoras – Outreach workers for the Hispanic community
- Dominic Apollon, Sharon Silva, Elizabeth Balmin & Felicity Beallo – Sierra Community House
- Siobhan Smart – Wagon Train Coffee Shop owner, veterans advocate
- Nick Bartlett, Jessica Scott & Annamarie Cohen – Special Education Program at TTUSD
- Anne Rarick - Connecting Point & Community Organizations Active in Disaster (COAD)
- Lydell Wyatt – Washoe Tribe Liaison
- Kristen Hurley & Jeff Santos – Sierra High School (counselor and principal)
- Scott
- Kristina Kind & Maeve Donovan – Programs Director & Manager for the Community Collaborative of Tahoe Truckee (CCTT)
- Xenia Dieter & Bobbie Luster – Nevada County Truckee Library
- April Cole – Friends of the Truckee Library
- River Coyote – Placer County
- Karyn Stanley & Alissa Aiton – Truckee Roundhouse
- Maria Marsh & Brittany Shelton-Dooley - Truckee Fire Protection District (TFPD)
- Courtney Wallpe – TEA-Pride Week
- David Mack – Pride Week
- Nubia Greninger – Rainbow Run, Rock & Roll
- Kelly Lanzarone – WorkAbility Program TTUSD
- Jazmin Breaux – Nevada County Health and Human Services
- Haakon Lang-Ree – Achieve Tahoe
- Kimberly Whittington & Mariah O'Shaughnessy – Tahoe Ability Program
- Beatriz Schaffert - Tahoe Truckee Child Abuse Prevention Council (CAPC)

Participation in events or meetings

- English Learner Advisory Committee (ELAC) meetings for Truckee Elementary, Glenshire Elementary, Alder Creek Middle School and Truckee High School
- District English Learner Advisory Committee (DELAC) meetings
- Golden Meet and Greet meetings from Truckee Donner Parks and Recreation District
- Sierra High School Circle Time with all students
- Truckee High School's La Raza meetings
- Truckee High School's Pride Club meetings
- Equity, Inclusion & Leadership Alliance meetings with Nevada County
- CCTT's Racial Equity Team meetings
- CCTT's Resource Sharing meetings
- CCTT's Community Belonging series
- Junta Regional de Promotoras meetings (Outreach and programs for the Spanish speaking community)
- Youth Forum (with CCTT & TTUSD)
- Big Truck Day (with TDRPD)
- Dia de Muertos (with SCH & Truckee Library)
- Community Swim Night (with SCH, the COAD, Tahoe Forest Hospital, Nevada County, CAPC & TDRPD)
- Día del Niño (with SCH, Truckee Library & TFPD)
- Día de las Madres - (with SCH & Truckee Library)
- Special Education Parent Advisory Committee from TTUSD
- Parents with kids with disabilities support group meetings
- We Belong – Building Community in Tahoe Truckee group meetings
- Promotora's community workshops and events
- Spanish only Mending workshop (with Keep Truckee Green & Truckee Roundhouse)

Community wide outreach efforts

- IDEA Community Workshop
- Community Survey with True North Research

Appendix B – True North Survey Results – IDEA Section





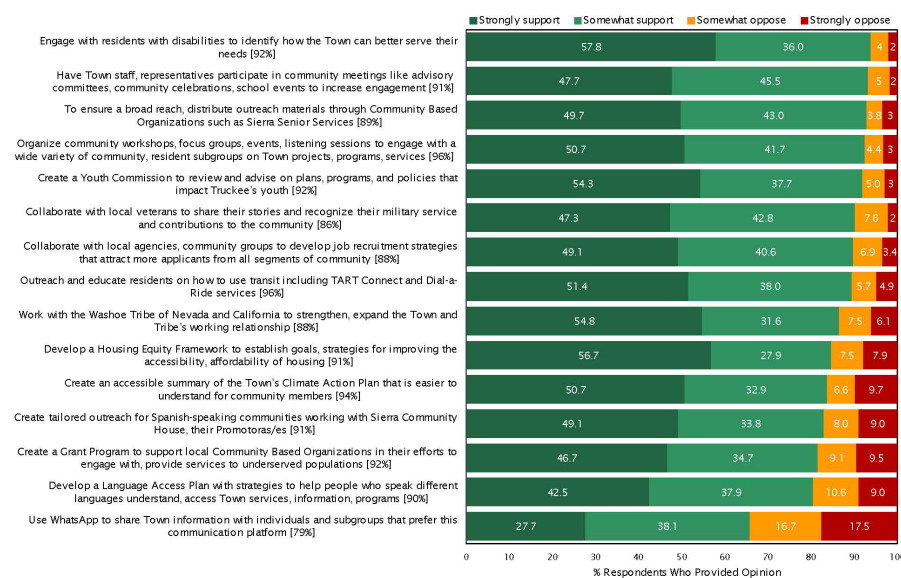
COMMUNITY ENGAGEMENT I.D.E.A.

The Town of Truckee is dedicated to ensuring that the services, programs, and information it provides are accessible to all community members—residents, staff, and visitors alike. The I.D.E.A program (Inclusion, Diversity, Equity & Accessibility) is designed to create an inclusive, welcoming, and supportive environment where everyone feels valued and respected. Through its commitment to these principles, Truckee seeks to build a stronger, more cohesive community.

The final substantive section of the survey was designed to gauge residents' support for various actions the Town government could take to improve community outreach, engagement, and involvement on important issues, as well as access to services. For each of the actions shown on the left of Figure 24, respondents were simply asked if they support or oppose the Town taking the action, or if they were unsure. To ease comparisons, only respondents who provided an opinion (support or oppose) are included in the figure. Those who did not have an opinion were removed from this analysis. The percentage of respondents who provided an opinion (support or oppose) is presented in brackets beside the item label in the figure, while the bars represent the answers of those with an opinion.

Question 13 *The Town of Truckee is in the process of developing an action plan to improve community outreach, engagement, and involvement on important issues, as well as access to services. As I read the following actions, please tell me whether you would support or oppose the Town taking this action. Here is the (first/next) one: _____. Do you support or oppose the Town taking this action, or are you not sure?*

FIGURE 24 SUPPORT FOR TOWN DEVELOPING



As shown in the figure, a majority of Truckee residents supported the Town taking every action tested in Question 13, with all but one action being supported by at least eight-in-ten respondents. At the top of the list, more than nine-in-ten respondents indicated they support the Town engaging with residents with disabilities to identify how the Town can better serve their needs (94%), having Town staff and representatives participate in community meetings like advisory committees, community celebrations, and school events to increase engagement (93%), ensuring a broad reach by distributing outreach materials through Community Based Organizations such as Sierra Senior Services (93%), organizing community workshops, focus groups, events, and listening sessions to engage with a wide variety of community and resident subgroups on Town projects, programs, and services (92%), creating a Youth Commission to review and advise on plans, programs, and policies that impact Truckee's youth (92%), and collaborating with local veterans to share their stories and recognize their military service and contributions to the community (90%).

Tables 10-13 display the percentage who supported each action, with the top five supported actions within each subgroup highlighted in green to ease comparisons.

TABLE 10 SUPPORT FOR I.D.E.A ACTIONS BY YEARS IN TRUCKEE & HOME OWNERSHIP STATUS (SHOWING % STRONGLY & SOMEWHAT SUPPORT AMONG THOSE WHO PROVIDED OPINION)

	Years in Town of Truckee (QD1)				Home Ownership Status (QD3)	
	Less than 5	5 to 9	10 to 14	15 or more	Own	Rent
Engage with residents with disabilities to identify how the Town can better serve their needs	95.9	93.0	95.8	93.4	93.1	96.4
Have Town staff, representatives participate in community meetings like advisory committees, community celebrations, school events to increase engagement	94.6	94.7	95.4	92.1	92.2	97.9
To ensure a broad reach, distribute outreach materials through Community Based Organizations such as Sierra Senior Services	95.7	91.4	94.7	92.5	92.2	96.2
Organize community workshops, focus groups, events, listening sessions to engage with a wide variety of community, resident subgroups on Town projects, programs, services	96.0	92.4	94.9	91.0	92.0	96.5
Create a Youth Commission to review and advise on plans, programs, and policies that impact Truckee's youth	94.4	92.1	92.4	91.5	90.8	96.9
Collaborate with local veterans to share their stories and recognize their military service and contributions to the community	87.0	83.4	84.7	95.3	91.0	88.3
Collaborate with local agencies, community groups to develop job recruitment strategies that attract more applicants from all segments of community	95.3	88.7	92.5	87.8	88.5	94.1
Outreach and educate residents on how to use transit including TART Connect and Dial-a-Ride services	96.7	89.5	82.5	89.1	88.3	95.3
Work with the Washoe Tribe of Nevada and California to strengthen, expand the Town and Tribe's working relationship	92.8	77.3	87.6	87.5	85.0	91.0
Develop a Housing Equity Framework to establish goals, strategies for improving the accessibility, affordability of housing	89.3	71.7	87.5	86.9	81.9	94.7
Create an accessible summary of the Town's Climate Action Plan that is easier to understand for community members	93.7	81.0	78.9	82.8	81.2	93.6
Create tailored outreach for Spanish-speaking communities working with Sierra Community House, their Promotoras/es	94.2	78.0	84.0	80.9	81.1	89.3
Create a Grant Program to support local Community Based Organizations in their efforts to engage with, provide services to underserved populations	93.5	79.7	76.4	79.6	77.4	94.7
Develop a Language Access Plan with strategies to help people who speak different languages understand, access Town services, information, programs	91.7	77.2	81.2	77.9	78.0	86.3
Use WhatsApp to share Town information with individuals and subgroups that prefer this communication platform	64.5	66.8	61.9	67.3	64.1	70.9

TABLE 11 SUPPORT FOR I.D.E.A ACTIONS BY AGE & GENDER (SHOWING % STRONGLY & SOMEWHAT SUPPORT AMONG THOSE WHO PROVIDED OPINION)

	Age (QD2)					Gender (QD7)	
	Under 35	35 to 44	45 to 54	55 to 64	65 or older	Male	Female
Engage with residents with disabilities to identify how the Town can better serve their needs	98.2	95.0	90.1	95.7	90.2	91.1	96.0
Have Town staff, representatives participate in community meetings like advisory committees, community celebrations, school events to increase engagement	98.2	97.6	89.5	89.3	91.2	89.7	97.0
To ensure a broad reach, distribute outreach materials through Community Based Organizations such as Sierra Senior Services	94.1	91.1	92.8	94.4	91.6	89.9	96.7
Organize community workshops, focus groups, events, listening sessions to engage with a wide variety of community, resident subgroups on Town projects, programs, services	94.6	93.3	90.9	91.9	91.3	89.4	95.9
Create a Youth Commission to review and advise on plans, programs, and policies that impact Truckee's youth	98.2	94.0	91.5	87.7	87.7	86.8	96.9
Collaborate with local veterans to share their stories and recognize their military service and contributions to the community	92.1	86.3	91.1	92.3	89.1	88.1	92.0
Collaborate with local agencies, community groups to develop job recruitment strategies that attract more applicants from all segments of community	89.3	97.7	87.6	89.0	84.3	85.9	93.3
Outreach and educate residents on how to use transit including TART Connect and Dial-a-Ride services	87.7	94.6	84.9	89.8	89.6	86.2	92.6
Work with the Washoe Tribe of Nevada and California to strengthen, expand the Town and Tribe's working relationship	79.7	92.5	84.0	88.2	87.5	78.4	94.0
Develop a Housing Equity Framework to establish goals, strategies for improving the accessibility, affordability of housing	82.5	89.2	86.3	85.4	79.3	75.7	93.7
Create an accessible summary of the Town's Climate Action Plan that is easier to understand for community members	82.9	89.6	83.1	82.0	79.9	75.1	92.5
Create tailored outreach for Spanish-speaking communities working with Sierra Community House, their Promotoras/es	92.2	86.5	81.0	79.2	75.3	74.8	91.4
Create a Grant Program to support local Community Based Organizations in their efforts to engage with, provide services to underserved populations	90.4	90.4	76.9	75.5	73.0	71.9	91.2
Develop a Language Access Plan with strategies to help people who speak different languages understand, access Town services, information, programs	89.3	86.2	79.9	74.4	71.0	71.2	89.0
Use WhatsApp to share Town information with individuals and subgroups that prefer this communication platform	76.4	61.4	68.2	63.2	58.6	61.6	70.6

TABLE 12 SUPPORT FOR I.D.E.A ACTIONS BY EMPLOYMENT STATUS & OVERALL SATISFACTION (SHOWING % STRONGLY & SOMEWHAT SUPPORT AMONG THOSE WHO PROVIDED OPINION)

	Employment Status (QD5)					Overall Satisfaction (Q4)	
	Full time	Part time	Self-emp.	Retired	Other	Satisfied	Dissatisfied
Engage with residents with disabilities to identify how the Town can better serve their needs	92.9	97.9	92.0	93.6	100.0	96.3	82.0
Have Town staff, representatives participate in community meetings like advisory committees, community celebrations, school events to increase engagement	93.0	96.7	93.2	94.3	96.8	95.5	81.3
To ensure a broad reach, distribute outreach materials through Community Based Organizations such as Sierra Senior Services	92.5	95.6	92.0	93.2	100.0	94.6	83.7
Organize community workshops, focus groups, events, listening sessions to engage with a wide variety of community, resident subgroups on Town projects, programs, services	91.3	92.5	91.1	94.3	100.0	94.9	80.0
Create a Youth Commission to review and advise on plans, programs, and policies that impact Truckee's youth	92.8	96.0	90.1	88.4	97.1	95.4	75.8
Collaborate with local veterans to share their stories and recognize their military service and contributions to the community	88.9	94.6	90.2	91.1	90.2	92.1	84.0
Collaborate with local agencies, community groups to develop job recruitment strategies that attract more applicants from all segments of community	90.2	91.6	86.1	88.0	100.0	92.5	73.7
Outreach and educate residents on how to use transit including TART Connect and Dial-a-Ride services	88.7	90.6	89.2	89.3	100.0	93.0	68.9
Work with the Washoe Tribe of Nevada and California to strengthen, expand the Town and Tribe's working relationship	84.7	94.7	83.5	88.2	87.4	88.3	75.1
Develop a Housing Equity Framework to establish goals, strategies for improving the accessibility, affordability of housing	84.0	92.5	88.1	83.4	85.5	86.7	70.1
Create an accessible summary of the Town's Climate Action Plan that is easier to understand for community members	82.6	88.4	83.8	85.0	94.1	88.4	58.9
Create tailored outreach for Spanish-speaking communities working with Sierra Community House, their Promotoras/es	84.2	91.6	80.8	77.9	95.7	86.6	63.6
Create a Grant Program to support local Community Based Organizations in their efforts to engage with, provide services to underserved populations	85.0	87.5	74.1	74.1	96.5	87.2	54.3
Develop a Language Access Plan with strategies to help people who speak different languages understand, access Town services, information, programs	83.1	90.9	79.1	72.3	82.0	83.9	61.1
Use WhatsApp to share Town information with individuals and subgroups that prefer this communication platform	64.5	65.7	68.9	60.5	93.4	70.1	45.7

TABLE 13 SUPPORT FOR I.D.E.A ACTIONS BY ETHNICITY & CHILD IN HSLD (SHOWING % STRONGLY & SOMEWHAT SUPPORT AMONG THOSE WHO PROVIDED OPINION)

	Ethnicity (QD8)			Child in HslD (QD4)	
	Caucasian / White	Latino / Hispanic	Mixed / Other	Yes	No
Engage with residents with disabilities to identify how the Town can better serve their needs	94.4	92.9	93.7	94.9	93.8
Have Town staff, representatives participate in community meetings like advisory committees, community celebrations, school events to increase engagement	93.3	98.5	88.2	93.3	93.4
To ensure a broad reach, distribute outreach materials through Community Based Organizations such as Sierra Senior Services	93.1	94.9	88.6	91.9	93.4
Organize community workshops, focus groups, events, listening sessions to engage with a wide variety of community, resident subgroups on Town projects, programs, services	92.0	99.0	88.2	93.0	92.1
Create a Youth Commission to review and advise on plans, programs, and policies that impact Truckee's youth	91.6	100.0	85.4	92.3	92.3
Collaborate with local veterans to share their stories and recognize their military service and contributions to the community	90.7	95.5	74.4	92.5	88.9
Collaborate with local agencies, community groups to develop job recruitment strategies that attract more applicants from all segments of community	88.1	100.0	88.2	92.2	89.0
Outreach and educate residents on how to use transit including TART Connect and Dial-a-Ride services	89.7	91.9	89.5	86.7	91.5
Work with the Washoe Tribe of Nevada and California to strengthen, expand the Town and Tribe's working relationship	86.8	90.3	86.5	85.3	87.0
Develop a Housing Equity Framework to establish goals, strategies for improving the accessibility, affordability of housing	85.2	90.4	80.9	85.4	84.9
Create an accessible summary of the Town's Climate Action Plan that is easier to understand for community members	85.3	85.9	78.0	81.4	85.9
Create tailored outreach for Spanish-speaking communities working with Sierra Community House, their Promotoras/es	83.7	92.1	79.6	82.8	84.2
Create a Grant Program to support local Community Based Organizations in their efforts to engage with, provide services to underserved populations	82.6	91.9	71.3	83.0	81.5
Develop a Language Access Plan with strategies to help people who speak different languages understand, access Town services, information, programs	81.4	91.5	74.9	82.1	80.0
Use WhatsApp to share Town information with individuals and subgroups that prefer this communication platform	64.9	79.8	59.6	61.3	68.2



BACKGROUND & DEMOGRAPHICS

TABLE 14 DEMOGRAPHICS OF SAMPLE

Total Respondents	600
Years in Town of Truckee (QD1)	
Less than 5	16.9
5 to 9	17.9
10 to 14	13.5
15 or more	51.0
Prefer not to answer	0.7
Age (QD2)	
Under 35	20.0
35 to 44	20.2
45 to 54	19.6
55 to 64	18.9
65 or older	20.9
Prefer not to answer	0.3
Home Ownership Status (QD3)	
Own	73.5
Rent	21.3
Prefer not to answer	5.1
Child in Hsld (QD4)	
Yes	31.6
No	66.4
Prefer not to answer	2.1
Employment Status (QD5)	
Full time	47.6
Part time	9.9
Self-emp	14.1
Retired	19.5
Other	5.4
Prefer not to answer	3.5
Work Location (QD6)	
Work from home	17.0
Commute outside home	35.0
Mixture of both	19.5
Not employed	24.8
Prefer not to answer	3.7
Gender (QD7)	
Male	47.8
Female	48.7
Non-binary	0.8
Prefer not to answer	2.7
Ethnicity (QD8)	
Caucasian / White	75.5
Latino / Hispanic	12.4
Mixed / Other	6.0
Prefer not to answer	6.2

Table 14 presents the key demographic information collected during the survey. The primary motivation for collecting the background and demographic information was to provide a better insight into how the results of the substantive questions of the survey vary by demographic characteristics, and ensure that the resulting sample matched the profile of Truckee's adult population on key characteristics according to the latest Census (ACS) estimates (see Appendix A for more details).



METHODOLOGY

The following sections outline the methodology used in the study, as well as the motivation for using certain techniques.

QUESTIONNAIRE DEVELOPMENT Dr. McLarney of True North Research worked closely with the Town of Truckee to develop a questionnaire that covered the topics of interest and avoided the many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects, and priming. Several questions included multiple individual items. Because asking items in a set order can lead to a systematic position bias in responses, the items were asked in a random order for each respondent.

Some questions asked in this study were presented only to a subset of respondents. For example, only respondents who indicated they had contact with Town of Truckee staff during the 12 months preceding the interview (Question 7) were asked to comment on staff's professionalism, helpfulness, and responsiveness (Question 8). The questionnaire included with this report (see *Questionnaire & Toplines* on page 35) identifies the skip patterns used during the interview to ensure that each respondent received the appropriate questions.

PROGRAMMING, PRE-TEST & TRANSLATION Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting the telephone interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts interviewers to certain types of keypunching mistakes should they happen during the interview. The survey was also programmed into a passcode-protected online survey application to allow online participation for sampled residents. The integrity of the questionnaire was pre-tested internally by True North and by dialing into random homes in the Town prior to formally beginning the survey. The final questionnaire was also professionally translated into Spanish to allow for data collection in English and Spanish.

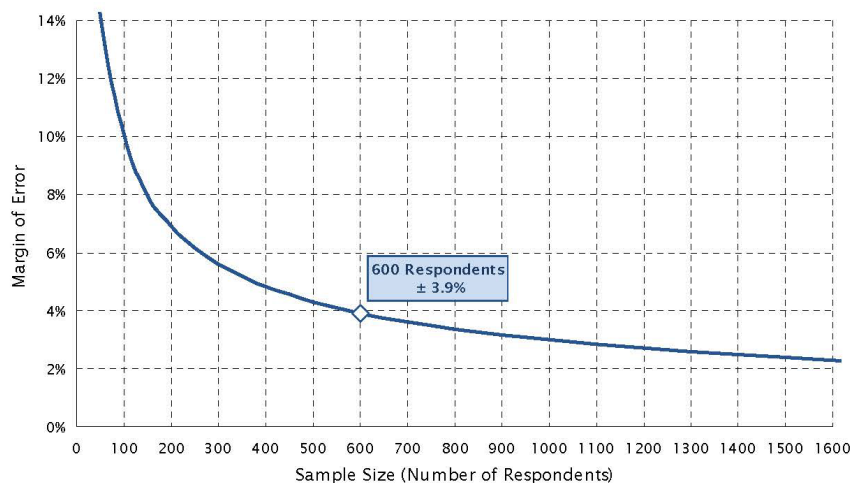
SAMPLE, RECRUITING & DATA COLLECTION A comprehensive database of Truckee households was utilized for this study, ensuring that all households in Truckee had the opportunity to be randomly selected for the survey. Once selected at random, contact information was appended to each record including email addresses and telephone numbers for adult residents. Individuals were subsequently recruited to participate in the survey through multiple recruiting methods. Using a combination of email and text invitations, sampled residents were initially invited to participate in the survey online at a secure, passcode-protected website designed and hosted by True North. Each individual was assigned a unique passcode to ensure that only Truckee residents who received an invitation could access the online survey site, and that the survey could be completed only one time per passcode. An email reminder notice was also sent to encourage participation among those who had yet to take the survey. Following a period of online data collection, True North began placing telephone calls to land lines and cell phone numbers of sampled residents that had yet to participate in the online survey or for whom only telephone contact information was available.

Telephone interviews averaged 18 minutes in length and were conducted during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM). It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those hours would bias the sample. A total of 600 completed surveys were gathered online and by telephone between April 1 and April 7, 2025.

MARGIN OF ERROR DUE TO SAMPLING The results of the survey can be used to estimate the opinions of all adult residents of the Town. Because not every adult resident in Truckee participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 600 adult residents for a particular question and what would have been found if all of the estimated 13,200 adult residents² had been interviewed.

Figure 25 provides a plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response. For this survey, the maximum margin of error is $\pm 3.9\%$ for questions answered by all 600 respondents.

FIGURE 25 MAXIMUM MARGIN OF ERROR



Within this report, figures and tables show how responses to certain questions varied by demographic characteristics such as length of residence and age of the respondent. Figure 25 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

2. Source: U.S. Census Bureau, American Community Survey (ACS) 2023 5-Year Estimate.

DATA PROCESSING & WEIGHTING Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing verbatim responses, and preparing frequency analyses and cross-tabulations. The final data were weighted to balance the sample by age and ethnicity according to Census estimates.

ROUNDING Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and tables. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and charts for a given question.

Town of Truckee Community Survey

April 2025

Section 6: Community Engagement I.D.E.A.

The Town of Truckee is in the process of developing an action plan to improve community outreach, engagement, and involvement on important issues, as well as access to services. As I read the following actions, please tell me whether you would support or oppose the Town taking this action.

Here is the (first/next) one: _____. Do you support or oppose the Town taking this action, or are you not sure? *If agree or disagree, ask: Would that be strongly (support/oppose) or somewhat (support/oppose)?*

	<i>Randomize</i>	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Not sure	Prefer not to answer
A	Organize community workshops, focus groups, events, and listening sessions to engage with a wide variety of community and resident subgroups on Town projects, programs, and services	49%	40%	4%	3%	4%	0%
B	Create tailored outreach for Spanish-speaking communities working with Sierra Community House and their Promotoras/es	45%	31%	7%	8%	8%	1%
C	To ensure a broad reach, distribute outreach materials through Community Based Organizations such as Sierra Senior Services	44%	38%	3%	3%	10%	1%
D	Have Town staff and representatives participate in community meetings like advisory committees, community celebrations, and school events to increase engagement.	43%	41%	5%	2%	9%	0%
E	Work with the Washoe Tribe of Nevada and California to strengthen and expand the Town and Tribe's working relationship.	48%	28%	7%	5%	11%	1%
F	Develop a Housing Equity Framework to establish goals and strategies for improving the accessibility and affordability of housing.	51%	25%	7%	7%	8%	2%
G	Create a Youth Commission to review and advise on plans, programs, and policies that impact Truckee's youth.	50%	35%	5%	3%	7%	1%
H	Create a Grant Program to support local Community Based Organizations (CBOs) in their efforts to engage with and provide services to underserved populations.	43%	32%	8%	9%	8%	1%
I	Develop a Language Access Plan with strategies to help people who speak different languages understand and access Town services, information, and programs.	38%	34%	10%	8%	8%	2%
J	Use WhatsApp to share Town information with individuals and subgroups that prefer this communication platform.	22%	30%	13%	14%	20%	1%

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Page 7

Town of Truckee Community Survey

April 2025

K	Create an accessible summary of the Town's Climate Action Plan that is easier to understand for community members	48%	31%	6%	9%	5%	1%
L	Collaborate with local agencies and community groups to develop job recruitment strategies that attract more applicants from all segments of the community.	43%	36%	6%	3%	11%	1%
M	Outreach and educate residents on how to use transit including TART Connect and Dial-a-Ride services.	49%	36%	5%	5%	4%	0%
N	Collaborate with local veterans to share their stories and recognize their military service and contributions to the community	41%	37%	7%	2%	12%	2%
O	Engage with residents with disabilities to identify how the Town can better serve their needs.	53%	33%	4%	2%	8%	0%

Section 7: Background & Demographics

Thank you so much for your participation. I have just a few background questions for statistical purposes.

D1	How long have you lived in the Town of Truckee?	
	1 Less than 1 year	1%
	2 1 to 4 years	16%
	3 5 to 9 years	18%
	4 10 to 14 years	13%
	5 15 years or longer	51%
	99 Prefer not to answer	1%
D2	In what year were you born? Year recorded into age categories shown below.	
	18 to 24	6%
	25 to 34	14%
	35 to 44	20%
	45 to 54	20%
	55 to 64	19%
	65 or older	21%
	Prefer not to answer	0%

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Page 8

Town of Truckee Community Survey

April 2025

D3	Do you own or rent your residence in Truckee?		
	1	Own	74%
	2	Rent	21%
	3	Live rent-free with others	3%
	99	Prefer not to answer	2%
D4	Do you currently have any children under the age of 18 living in your home?		
	1	Yes	32%
	2	No	66%
	99	Prefer not to answer	2%
D5	Which of the following best describes your employment status? Would you say you are employed full-time, part-time, self-employed, a student, a homemaker, retired, or are you in-between jobs right now?		
	1	Employed full-time	48%
	2	Employed part-time	10%
	3	Self-employed	14%
	4	Student	3%
	5	Homemaker	1%
	6	Retired	19%
	7	In-between jobs	1%
	99	Prefer not to answer	4%
D6	Are you currently working from home, commuting to a workplace outside of your home, or a mixture of both?		
	1	Working from home	24%
	2	Commuting to a workplace outside home	49%
	3	Mixture of both	27%
	99	Prefer not to answer	0%
D7	What is your gender?		
	1	Male	48%
	2	Female	49%
	3	Non-binary	1%
	99	Prefer not to answer	3%

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Page 9

Town of Truckee Community Survey

April 2025

D8	What ethnic group do you consider yourself a part of or feel closest to? <i>Read list if respondent hesitates</i>		
	1	Caucasian/White	75%
	2	Latino/Hispanic	12%
	3	Asian American -- Korean, Japanese, Chinese, Vietnamese, Filipino or other Asian	2%
	4	African-American/Black	2%
	5	American Indian or Alaskan Native	<1%
	6	Pacific Islander	<1%
	7	Middle Eastern	<1%
	8	Mixed Heritage	1%
	98	Other	<1%
	99	Prefer not to answer	6%
D9	In general, when at home do you personally speak _____?		
	1	Only Spanish	9%
	2	Mostly Spanish, but some English	14%
	3	Spanish and English equally	21%
	4	Mostly English, but some Spanish	24%
	5	Only English	32%
	98	Speak other language at home	0%
	99	Prefer not to answer	0%
Thanks so much for participating in this important survey! This survey was conducted for the Town of Truckee.			

Post-Interview & Sample Items

S1	Survey Language	
	English	96%
	Spanish	4%

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Page 10

Appendix C – IDEA Workshop Feedback

IDEA Workshop Feedback

The Town of Truckee hosted an IDEA Community Workshop on Monday December 16th 2024, from 5:30 to 7:30 PM at the Truckee Community Arts Center. The workshop was intentionally designed to be welcoming and inclusive for all. Bilingual staff and interpretation services were available to support both English and Spanish speakers. Childcare and free dinner were provided to reduce common barriers to participation. The evening offered community members a chance to share their thoughts on inclusion, equity, and belonging in Truckee and help shape the Town’s IDEA Action Plan through open conversation and interactive activities.

There were 13 proposed actions based on some of the recommendations from the Equity and Wellness Institute and on previously gathered community feedback. Every proposed action was written on a separate poster where people could vote in favor of the action by placing a sticker on the poster and they could also add comments with sticky notes. Several people also ‘voted’ for the comments by placing stickers on sticky notes.

There were over 30 people in attendance and the most popular comments were:

Having a full-time interpreter/translator/community liaison (x19)

Making Truckee a sanctuary city (x10)

Having workshops on how to access jobs, technology and professional development (x10)

Prioritizing disabled youth and adults (x9)

Here are the votes and comments per action, those written in English have been copied verbatim while those originally in Spanish have been translated:

1. Develop a Community Engagement Framework to guide consistent outreach and inclusion efforts across all Town of Truckee programs. This includes:

- Consult local Community Based Organizations (CBOs) that directly serve communities of focus to engage these communities in new Town projects.
- Hold listening sessions to gather feedback and adjust engagement strategies.
- Create tailored outreach for Spanish-speaking communities, working with Sierra Community House and their Promotoras.

- Organize events like community workshops and focus groups to understand community needs and craft effective messages.
- Provide Community Outreach training for key Town staff to effectively engage with communities of focus.
- Use Community Based Participatory Research (CBPR) to gather meaningful feedback on new programs and initiatives.
- Distribute outreach materials with CBOs, such as flyers in Meals on Wheels bags for seniors.
- Participate in community meetings like Golden Meet and Greet, advisory committees, and school events to increase engagement.

24 votes

Comments on sticky notes:

Creating relationships, going door to door in neighborhoods, get all the organizations together, not to duplicate efforts.

Provide meaningful funding for SCH for Promotora outreach

Emphasize language access not only translation when doing outreach to the Latinx community

Provide stipends or financial compensation for feedback

Coordinate with School District

Prioritize disabled children and adults in Truckee. Need inclusion for disabled

Need non-tech options for outreach to seniors, unhoused and other populations without tech access

To have Truckee be a sanctuary city

Workshops in Spanish should be held so that the Hispanic community has access to them and can learn new things.

Robotic calls to communicate about meetings

Translators and community liaison

Professional development workshops

Providing training to Promotoras before outreach so they feel prepared to answer questions.

2. The Town will work with the Washoe Tribe of Nevada and California to strengthen and expand the Town and Tribe's working relationship. This includes:

- Collaborating with the Washoe Tribe on projects like development reviews and CIPS, considering their capacity. The Town may create a contract with the Tribal Liaison for outreach support.
- Respecting the Tribe's sovereignty and maintaining a government-to-government relationship based on mutual respect.
- Inviting the Tribal Liaison to virtual community meetings to reduce travel needs.
- Discussing potentially offensive terms with the Tribe used in government settings.
- Updating trail signs with the Washoe language and historical information to raise awareness.
- Meeting with the Tribe and attending local events to distribute materials and surveys.
- Consulting the Tribe when updating the Climate Action Plan (2028) for their feedback.

25 votes

Comments on sticky notes:

Rather than feedback (for the CAP) understand Tribal environmental priorities and co create plan (goes well with 2.2)

Go to the Tribe in addition to virtual meetings

Remove the 'unknown Tribe' at the rock above Rec Center (Veteran's Hall) x2

Discuss + create action

Provide continued funding for Washoe liaison after FY 27

Bring Tribe potential programs and projects that align

3. Work with the Homelessness Advisory Council and Nevada County to better understand and address homelessness. This includes:

- Recommending that individuals with lived experience be included on the Advisory Council.

22 votes

Comments on sticky notes:

Very good x3

A shelter for homeless with a program for reintegration into society x4

Need community education around the relationship between shelter services and homelessness

I'd like to see more specifics but a great start!

Need continuum of services including emergency shelter

Better collaboration with orgs that can support shelter, housing, health needs for homeless people x2

4. Create a Youth Commission. Note: A youth commission is a group of young people who advise and collaborate with local government or organizations on issues affecting their community, helping to represent youth interests and promote positive change.

20 votes

Comments on sticky notes:

Understand barriers for youth to join a group like this first x2

Compensate youth for their time and talent

Include disabled youth and provide accommodations please x2

Provide incentives to participate (and food)

Be intentional with selection. Often the same kids participate. Look for varied groups x2

5. Create a grant program to support local Community Based Organizations (CBOs) in engaging communities of focus and explore contracting with CBOs that provide direct services to these communities.

17 votes

Comments on sticky notes:

Grants that include general opening expenses and are multiyear to ensure success

Multi-year grants x3

Include school district (TTUSD). Many CBOs do not include or prioritize disabled children or adults

Train/support CBOs in DEI principles

Would like more info on this. What types of grants - Which communities of focus? x3

6. Create a stipend incentive program to support engagement efforts with community members that participate in surveys and workshops. Incentive examples include raffling off a gift card for survey respondents

24 votes

Comments on sticky notes:

Gift cards for completing online surveys, food at workshops

Yes, but make the incentive program equitable versus only offering to some or flat rate

Consider people's time and commitment level to determine the appropriate incentive

Very well, this is essential

Perhaps a \$25 food gift card

7. Inform the community about online participation options for regularly held and open to the public meetings like Town Council and Planning Commission.

14 votes

Comments on sticky notes:

Think of other barriers: Providing transportation and childcare

And provide guidance for people who are not tech savvy

8. Develop a Language Access Plan (LAP). Note: A language access plan is a strategy to help people who speak different languages understand and access services, information, and programs. It outlines how to provide translation, interpretation, and other language support for non-English speakers.

Goals for the LAP:

- Establishing guidelines for which materials need translation or interpretation and when to provide it.
- Reviewing the need and resources for Spanish translation and interpretation at all Town Council meetings.
- Making website translation tools easy to find on all Town pages.
- Ensuring newsletters are available to the Hispanic community and translated into Spanish.
- Evaluating communication best practices and providing alternative outreach methods (like flyers, handouts, and surveys in Spanish) for communities facing inequities.
- Maintaining clear communication with residents in their preferred languages.

24 votes

Comments on sticky notes:

Library offers Literacy tutoring free!

Free or affordable English lessons x3 (additional comment under this one saying 'library')

Trailheads and maps translated to Spanish, make the outdoors more accessible! x2

Providing Language Access support for CBOs

Make sure translations are culturally appropriate, not just literal translations x2

LAP -> Include better collaboration of services overall. For example, summer feeding programs for all children 0-18 in Nevada County-Truckee

9. Use WhatsApp and WhatsApp Community for outreach. Note: WhatsApp is a widely used communication tool for the Hispanic and J1 communities.

25 votes

No comments

10. Partner with Truckee BCycle, a town-wide pedal assist electric bike share program, to offer free or discounted passes for communities in need.

19 votes

Comments on sticky notes:

Time restrictions for young minors. Traffic laws for electric bicycles. Identification number for bicycles x4

11. Consider affordable housing locations and multi-family complexes in the Town's next Alternative Transportation Plan Update. Note: An Alternative Transportation Plan includes existing sidewalks, bike lanes and multi-use trails and the Town's priorities for future expansion of this network.

24 votes

Comments on sticky notes:

Need all levels of affordability, levels 0 to 200% AMI, particular focus on the "missing middle"

12. Develop a summary of the Climate Action Plan to provide a relatable and understandable overview for all town residents.

18 votes

Comments on sticky notes:

How would this be shared? X2

Maybe having a 101 session about climate change-environmental impact first so that people have a foundation

Separate guide for residents, employers and tourists

You need a free equitable space for people to meet to learn about climate action like a new, large library

Amplify awareness of energy efficiency measures to low-income residents. Do outreach on cost savings and incentives.

13. Collaborate with local agencies, educational institutions and Community Based Organizations (CBOs) to develop job recruitment strategies that attract more applicants from all segments of the community.

23 votes

Comments on sticky notes:

Assuming these are good paying jobs? How about jobs to develop skills to support energy transition? x2

Include opportunity for disabled youth and adults for job ops x2

14. Please write down YOUR ideas here and any other comments, suggestions and feedback you have here.

Over 30 responses

Comments:

Free or affordable English lessons and workshops to train people to access jobs x 4

Accessible housing for everyone

Support a new bigger library to better offer community resources x2

Tahoe forests and many CBOs ignore the needs of disabled families. Need coordination and collaboration for these services

Many families struggle with access, knowledge and knowing how to advocate for disabled support.

Autistic children and adults need services in Truckee x2

The Town doesn't or has not provided any recognition for disabled children or adults. Celebrate Autism Acceptance Month x2

Thank you! Please take the ideas to implementation

Share how the input and ideas gathered today impact/influence the plans of the Town

A WhatsApp group/channel where everyone can join to be informed about anything

Put in order a local rent ordinance for mobile home parks! (Other local jurisdictions have successfully done this!)

Center the experiences of marginalized communities and vulnerable groups

Employ a full-time translator to help with consistent communication and interpretation at events x3

A community liaison in Spanish

A full-time bilingual translator x2

Translator and community liaison x2

Have a full-time bilingual translator to provide more access to the Hispanic community x2

Translator for the Hispanic community

A database system for the robotic communication system x3

Professional interpreter for adults

A bilingual community liaison

To make Truckee a sanctuary town x7

Implementing workshops

Sanctuary town x2

Professional development workshops for adults x3

Workshops to learn how to use technology x2

Have someone bilingual full time

Appendix D – Summary of Town Staff Survey Results and Recommendations for Prioritization

Table 1: Staff Training Priorities

We want to understand your training priorities related to inclusion, diversity, equity, accessibility (IDEA) and community engagement. Please rate each training topic to indicate your level of interest.

(Scale of 0-10: 0= Not interested/ not relevant to my role; 10= Very interested/ very relevant)

	1. Refresher trainings on human resources policies such as hiring and protected leave.	2. Baseline training regarding cultural awareness, competency, and unconscious biases.	3. Understanding how inclusion, diversity, equity and accessibility is relevant to your role and is integrated across all departments	4. Tools to support more robust and thoughtful community engagement with communities of focus	5. Best practices for engaging with members of the public with non-English speaking individuals and individuals with limited English proficiency.	6. Voluntary lunch and learn trainings for those interested in learning more about IDEA topics	7. How to respond to workplace issues such as racism, harassment, and other workplace complaints.	8. Overview of the Town's ADA plan and best practices for accommodating individuals with disabilities
Average response	5.1	5.0	5.4	5.6	6.1	4.9	5.9	6.1

Response Distribution

% responses not interested/ not relevant (0-3)	32%	37%	32%	32%	26%	43%	28%	26%
% responses neutral (4-6)	26%	24%	27%	13%	15%	16%	22%	18%
% responses interested/ relevant (7-10)	42%	39%	41%	56%	59%	41%	50%	56%

Table 2: Potential Internal Actions

Below is a list of potential internal action items identified by our consultant and our steering committee. Please rate each action item to indicate how important you think this action would be as a step to ensure that the Town organization most equitably and inclusively supports staff and serves the entire Truckee community.

(Scale of 0-10: 0= Not important; 10= Very important)

	1. Establish a volunteer-based standing IDEA Committee	2. Work alongside departments to support integration of the IDEA Action Plan recommendations into current and future organizational initiatives	3. Develop an IDEA Statement to clearly communicate the Town's commitment to inclusion and the purpose of the IDEA program	4. Consider hiring a full-time Bilingual Interpreter & Translator / Community Liaison	5. Conduct a re-evaluation of ADA self-evaluation to ensure the Town continues to meet requirements to address physical barriers in Town facilities	6. Acknowledge Washoe Tribal history publicly, including a link on the Town of Truckee's homepage to the Washoe Tribe of Nevada and California website/history.	7. Collaborate with local agencies, educational institutions and CBOs to develop job recruitment strategies that attract qualified applicants	8. Continue to include diverse representations of gender, race, ethnicity, tenure, and job level in interview panels.	9. Provide training for the HR division to enhance knowledge and skills to promote a culture of empathy, respect, and psychological safety	10. Encourage leadership and bargaining groups to continue to consider additional flexible, work-from-home, paid family leave, and childcare programs and benefit options	11. Collaborate with childcare providers to explore opportunities to reduce costs for Town staff who have childcare needs.	12. Evaluate the current bilingual stipend certification process to streamline and reduce barriers in the process.
Average response (0-10)	4.9	5.3	5.1	5.2	5.8	5.6	6.4	5.8	5.9	6.6	6.3	6.1

Response Distribution

% responses 0-3	34%	32%	36%	36%	28%	30%	24%	30%	31%	27%	23%	21%
% responses 4-6	34%	20%	24%	21%	28%	20%	19%	19%	22%	18%	25%	34%
% responses 7-10	31%	48%	39%	43%	44%	49%	57%	51%	47%	55%	52%	45%

